field projects; and the sharing of experiences, best practices and lessons learned. The Division trained 464 national personnel (biennial target: 312) to implement social policies at the national and community levels.

(c) Increased awareness by Governments, civil society, the United Nations system and the private sector of social development analysis

232. The Division increased the visibility of its work through its websites and social media tools (newsletters, the United Nations Social Development Network, Facebook, Twitter, Flickr, YouTube and Instagram), communication campaigns (#ForPeople), anniversaries (the International Year of the Family), the World Summit for Social Development, commemorations of international days (on social justice, cooperatives, families, disabilities, poverty eradication, youth, older persons, indigenous peoples and human solidarity) and high-level meetings (the World Conference on Indigenous Peoples), as well as increased awareness-raising with regard to issues concerning vulnerable groups and persons living in poverty. As of the end of 2015, the website of the Division had registered 10.7 million visits and downloads (biennial target: 4.9 million) and there had been 562 online citations of the Division's two flagship publications (biennial target: 50). The utilization of an online pre-registration system resulted in high numbers of civil society participants in intergovernmental forums and stakeholder events, thus helping to promote cooperation, networking and the sharing of knowledge on social development issues.

Subprogramme 3
Sustainable development

(a) Effective review of and agreement by Member States on key sustainable development challenges and priority actions to advance implementation of agreed outcomes on sustainable development, including at the United Nations Conference on Sustainable Development, and Agenda 21

233. The Division continued to provide technical and substantive support for intergovernmental processes. This included the Open Working Group on Sustainable Development Goals, which issued its report in July 2014, and the Intergovernmental Committee of Experts on Sustainable Development Financing, which issued its report in August 2014. It also supported the preparations for and meetings of the third International Conference on Small Island Developing States, at which the SAMOA Pathway was adopted. In addition, the Division serviced the 2014 and 2015 meetings of the high-level political forum on sustainable development organized under the auspices of the Economic and Social Council. In that regard, it prepared the 2015 edition of the *Global Sustainable Development Report*. The Division supported the intergovernmental negotiations on the post-2015 development agenda and the United Nations summit that culminated in the adoption of the 2030 Agenda for Sustainable Development. Eighty-seven per cent of Member States (biennial target: 87 per cent) expressed satisfaction with the support provided by the Secretariat.

(b) Increased accessibility of information, understanding and knowledge of policy options, practical measures and concrete actions needed for the adoption and implementation of sustainable development at the local, national, regional and international levels

234. The Division continued to enhance its web presence through its various informational platforms, including the Sustainable Development Knowledge Platform and the Small Island Developing States Action Platform. The Division's websites served as main information outlets for the negotiations on the post-2015 development agenda. The overall number of users from January 2014 to December 2015 was recorded at the level of 3 million, with more than 16.5 million page views (biennial target: 5 million). The number of inputs by Member States and other stakeholders into the Division's databases reached 1,900 (biennial target: 44), which reflected multi-stakeholder partnerships and commitments collected and registered as follow-up to the United Nations Conference on Sustainable Development, the third International Conference on Small Island Developing States and the Sustainable Development Goals. The use of social media services enabled the Division to reach a wider audience, which allowed it to disseminate sustainable development knowledge to a wider community, including Member States and other stakeholders.

(c) Enhanced capacity of developing countries and countries with economies in transition to formulate and implement strategies, policies, frameworks and mechanisms in support of sustainable development, with a special focus on gender equality and empowerment of women

235. The Division supported eight pilot countries in mainstreaming sustainable development into their national development strategies and plans and integrating the 2030 Agenda for Sustainable Development, including institutional mechanisms and monitoring and reporting. It also supported five pilot countries in North Africa and Western Asia in developing and implementing water scarcity and drought management strategies. In addition, the Division supported developing countries in Africa and Latin America and the Caribbean in the area of access to energy. Ninety-five per cent of countries assisted by the Division (biennial target: 95 per cent) launched policy initiatives and developed programmes and plans of action aimed at achieving the Sustainable Development Goals. A total of 991 national experts (biennial target: 260) benefited from the capacity development efforts of the Division. A total of 320 of the 991 national experts were female participants (32.3 per cent).

Subprogramme 4
Statistics

(a) Strengthened global statistical and geospatial information system, with more active participation by countries and increased collaboration among international organizations, including progress in the harmonization and rationalization of development indicators

236. Active participation in the key system-building events organized by the subprogramme increased steeply in the second half of the biennium. Attendance at events held by the Statistical Commission set a record in 2015, with 716 participants (biennial target: 560). Furthermore, Member States attended the meeting of the

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Programme planning

Programme performance report of the United Nations for the biennium 2014-2015

Report of the Secretary-General

Summary

The present report on the programme performance of the United Nations Secretariat for the biennium 2014-2015 is submitted in accordance with regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8).

The report includes information on the results achieved by the Organization during the biennium in terms of expected accomplishments and the achievement of outputs, which is the traditional measure of performance. The key results achieved by the Organization under its 10 programme elements give Member States a high-level overview of the Secretariat's performance (see sect. II). The analysis of programme performance in regard to 34,150 mandated and additional outputs (see sect. III) indicates increases in implementation rates, from 91 to 94 per cent for mandated outputs and from 92 to 94 per cent for all outputs, compared with the previous biennium. The report also includes a detailed recounting of the results obtained by each individual budget section on 808 expected accomplishments under the 36 sections of the programme budget (see sect. IV). In addition, it contains a brief summary of the main challenges encountered in the implementation of each programme and lessons learned to improve performance.

Combining a results-based analysis with an output-oriented one, the present report provides a comprehensive overview of the major developments and the work performed by the United Nations Secretariat during the biennium 2014-2015.

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Contents

Page

I. Introduction 4

II. Overview of key results achieved by the United Nations 6

- A. Overall policymaking, direction and coordination 6
- B. Political affairs 7
- C. International justice and law 9
- D. International cooperation for development 10
- E. Regional cooperation for development 17
- F. Human rights and humanitarian affairs 21
- G. Public information 24
- H. Common support services 25
- I. Internal oversight 29
- J. Safety and security 30

III. Delivery of outputs and resource utilization 30

- A. Implementation rates 31
- B. Additional outputs 34
- C. Postponed outputs 36
- D. Terminated outputs 37
- E. Outputs carried over 40
- F. Technical cooperation delivery 41
- G. Resource utilization 42
- H. Gender mainstreaming 45
- I. Final statement on the delivery of outputs and resource utilization 47

IV. Programme performance by section of the programme budget 47

- 2. General Assembly and Economic and Social Council affairs and conference management 47
- 3. Political affairs 56
- 4. Disarmament 66
- 5. Peacekeeping operations 73
- 6. Peaceful uses of outer space 81
- 8. Legal affairs 84
- 9. Economic and social affairs 90

10. Least developed countries, landlocked developing countries and small island developing States 104

11. United Nations support for the New Partnership for Africa's Development 108

12. Trade and development 112

13. International Trade Centre 122

14. Environment 124

15. Human settlements 136

16. International drug control, crime and terrorism prevention and criminal justice 146

17. UN-Women 156

18. Economic and social development in Africa 160

19. Economic and social development in Asia and the Pacific 173

20. Economic development in Europe 189

21. Economic and social development in Latin America and the Caribbean 201

22. Economic and social development in Western Asia 216

23. Regular programme of technical cooperation 227

24. Human rights 257

25. International protection, durable solutions and assistance to refugees 269

26. Palestine refugees 272

27. Humanitarian assistance 277

28. Public information 283

29A Office of the Under-Secretary-General for Management 287

29B Office of Programme Planning, Budget and Accounts 293

29C Office of Human Resources Management 297

29D Office of Central Support Services 303

29E Office of Information and Communications Technology 307

29F Administration, Geneva 310

29G Administration, Vienna 316

29H Administration, Nairobi 320

30. Internal oversight 325

34. Safety and security 328

I. Introduction

1. The present report on the programme performance of the United Nations Secretariat for the biennium 2014-2015 constitutes an important accountability and management tool in the Organization's results-based-budgeting process, which follows a recurrent cycle of planning, budgeting, programme implementation, monitoring and reporting. The report closes the cycle, summarizing the major achievements of the Organization during the biennium 2014-2015 and the outputs delivered in the implementation of its programme of work.

2. The report is submitted in accordance with regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8), which established the content and periodicity of the report.

3. The General Assembly, in its resolution 61/245, reaffirmed the responsibilities of programme managers in the preparation of the programme performance report and reassigned the programme monitoring functions and the task of preparing the report on the basis of inputs provided by programme managers to the Department of Management. In accordance with the mandate given by the Assembly, the Office of the Under-Secretary-General for Management coordinated the preparation of the present report.

4. The report comprises four sections. Following the introduction contained in section I, the report provides an overview of the major results accomplished by the Secretariat under the 10 programme elements of the programme budget for the biennium 2014-2015 in section II. A summary of output implementation and resource utilization is set out in section III. Section IV covers programme performance under each section of the programme budget for the biennium 2014-2015 and provides a summary of programme-level highlights and performance constraints, as well as a more detailed review of performance pertaining to individual subprogrammes, with biennial targets disclosed alongside actual performance. The combination of a results-based analysis with an output-oriented one provides a comprehensive overview of the major achievements accomplished and work performed by the United Nations Secretariat during the biennium 2014-2015.

5. The present report contains information on the achievement of 34,150 mandated and additional outputs and provides an overall account of the results achieved by the Organization as reported by the various departments. Performance in respect of 808 expected accomplishments and 1,306 indicators of achievement under 36 sections of the programme budget is reported. The rate of implementation of mandated outputs in the Organization increased to 94 per cent during the biennium 2014-2015 from 91 per cent during the biennium 2012-2013. The implementation rate for both mandated and additional outputs also registered an increase, to 94 per cent, which was two percentage points higher than that achieved in 2012-2013.

6. The report takes into account the views expressed by the Committee on Programme and Coordination at its fifty-fourth session (see A/69/16, para. 33) and provides the following details under each section of the programme, where applicable:

(a) A comparison with the previous biennium of the rate of implementation of mandated outputs;

(b) A comparison with the previous biennium of additional outputs implemented at the initiative of the Secretariat.

7. As requested by the Committee on Programme and Coordination (ibid., para. 33 (c)), information on the main factors affecting the implementation of mandated outputs under two budget sections (disarmament and safety and security) whose implementation rate for the biennium was below 90 per cent is provided in section III and also referred to in section IV under those programmes.

8. Following the recommendation, made by the Committee for Programme and Coordination at its fifty-fourth session (ibid., paras. 31 and 32), that in future programme performance reports comprehensive information be included on the impact of the reduction in the number of printed documents on the intergovernmental decision-making process at United Nations conferences and meetings, the Department for General Assembly and Conference Management conducted a survey among 139 delegations in New York, 28 delegations in Geneva, 77 delegations in Vienna and 59 delegations in Nairobi.

9. The Secretariat has been providing a complementary print-on-demand meeting service under the PaperSmart initiative at all duty stations since 2013. According to a global average of the survey results, 89 per cent of participants indicated that the electronic availability of documents had "positively impacted" their work during the meetings, whereas 11 per cent indicated that there had been "no impact" on their work. Furthermore, none of the respondents selected the option that the PaperSmart service had "negatively impacted" their work at the meetings. Overall, 90 per cent of respondents on average rated the PaperSmart service as "very good" or "good", with only 10 per cent rating it as "average".

10. In terms of the availability of United Nations documentation, survey respondents at four duty stations rated it as follows:

(a) New York: 91 per cent as "very good" or "good" and 9 per cent as "average";

(b) Geneva: 75 per cent as "very good" or "good" and 25 per cent as "average";

(c) Vienna: 96 per cent as "very good" or "good" and 4 per cent as "average";

(d) Nairobi: 79 per cent as "very good" or "good" and 21 per cent as "average".

11. As a result of the increasing availability of documents through various digital channels, such as the Official Document System, the Integrated Sustainable PaperSmart Services Portal, United Nations websites and e-subscription, the number of requests from delegations to the Secretariat for printed documents has decreased. The e-subscription service gained significant demand as it grew from 4,000 registered users in 2011 to more than 45,000 by the end of 2015. The expanded provision of official documents — in hard copy and online — has facilitated greater access for delegates to United Nations documents during the intergovernmental decision-making process.

12. In 2015, the Documents Assistance Centre was re-established in New York to accommodate the ad hoc printing needs of delegates. Since its establishment, the Centre has printed an average of 31 documents, or 350 pages, per month. In Geneva, printed documents were requested by 6 of the 28 participants at the seventeenth

session of the Commission on Science and Technology for Development, held in 2014, and by 4 of the 23 participants at the 31st meeting of the Technical Group of the Panel of External Auditors of the United Nations, the Specialized Agencies and the International Atomic Energy Agency, held in 2015. The number of pages printed at the four duty stations has declined significantly from a total of 726 million in 2008 to 472 million in 2011 and to 223 million in 2015, reflecting a cumulative decrease of 69 per cent over that seven-year period.

13. Finally, to strengthen the Secretariat's capacity for programme monitoring and reporting, the Office of the Under-Secretary-General for Management provided 14 training sessions on programme monitoring and reporting during the biennium 2014-2015 in New York, Vienna and Geneva, as well as through WebEx, for 227 staff members from 29 departments and offices. In addition to output reporting, programme managers learned about the overall programme planning, budgeting, monitoring and reporting processes as well as about the importance of performance measurement for the implementation of results-based management in the Organization. The Office intends to improve its qualitative assessment to ensure that it provides clear comparisons of actual and planned performance. In the advisory notes on programme performance disseminated to programme managers at the 12- and 24-month marks, it was requested that departments and offices focus on results when reporting performance and demonstrate how the actual performance reported compared with what had been planned. Case studies based on actual reporting narratives, along with the newly developed training manual, supported the learning process during the training course.

II. Overview of key results achieved by the United Nations

A. Overall policymaking, direction and coordination

14. The Department for General Assembly and Conference Management provided procedural and technical secretariat support for the intergovernmental deliberations of the United Nations, including at the main parts of the sixty-ninth and seventieth sessions of the General Assembly, to the First, Second, Third and Fourth Committees of the Assembly and its various subsidiary organs and to the Economic and Social Council, and for conferences and ad hoc and extraordinary meetings held under the auspices of the United Nations. The Department continued to facilitate the Organization's intergovernmental bodies in New York, Geneva, Vienna and Nairobi and ensured multilingualism through the provision of high-quality interpretation and translation of documentation into the six official languages of the United Nations.

15. During the biennium 2014-2015, the Department serviced more than 66,000 meetings globally, including more than 14,500 with interpretation, representing increases of 22 per cent in terms of overall meetings held and 13 per cent in terms of meetings held with interpretation, compared with the previous biennium. The Department serviced 1,263 Security Council meetings, reflecting an increase of 17 per cent compared with the biennium 2012-2013. Compliance with deadlines for the timely submission of documents to the Department by author departments reached 89 per cent globally. The annual electronic survey conducted at each duty station showed that an estimated 94 per cent of meeting participants were satisfied with the range of services provided by the Department.

16. With regard to the development and utilization of integrated management applications, the Department successfully rolled out the gText application at all duty stations to maintain the high quality standards of in-house and external translation. It also launched gDoc, the new document planning and processing system, in New York and Geneva and deployed a publication application pilot, gPub, to track, monitor and streamline the timely submission and issuance of all mandated publications, which has already proved to be useful for the forecasting of future publications and the planning of internal capacity.

B. Political affairs

17. Four programmes — political affairs, disarmament, peacekeeping operations and peaceful uses of outer space — contributed to two of the priorities of the biennium: the maintenance of international peace and security and disarmament.

18. The Department of Political Affairs addressed conflict situations in 90 countries and deployed its mediation experts more than 100 times at 72 hours' notice to nearly 60 countries. The Department supported 37 special political missions, 5 of which[1] were discontinued in 2014-2015. In addition, electoral assistance was provided to 67 countries at their request, some of which was provided on the basis of current and new Security Council mandates. Examples of electoral assistance provided during the biennium included the United Nations Electoral Observer Mission in Burundi, established under Security Council resolution 2137 (2014); support for the 2014 presidential and legislative elections and constitutional referendum in Tunisia; and assistance in the preparations for the 2015 presidential and legislative elections in the Central African Republic. Despite the fact that the number of Security Council meetings saw a steep increase of 23 per cent in 2014-2015 compared with 2012-2013, the Department was able to service them all, including 508 formal meetings and 374 informal consultations, as well as 257 meetings of the subsidiary bodies. The Counter-Terrorism Implementation Task Force expanded from 31 entities in 2013 to 38 in 2015 and organized 35 joint coordination and advocacy activities for its stakeholders. Following the July-August 2014 conflict in Gaza, the Office of the United Nations Special Coordinator for the Middle East Peace Process developed the Gaza Reconstruction Mechanism with the Government of Palestine and the Government of Israel to permit the entry of construction materials required for post-conflict reconstruction in Gaza. The United Nations Office to the African Union (UNOAU) and the African Union Peace and Security Department adopted the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security and corresponding workplans in the areas of early warning, joint analysis, conflict prevention, peace operations and peacebuilding.

19. The Office for Disarmament Affairs continued to facilitate the process of multilateral deliberation and negotiations through the provision of substantive and

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[1] Department of Political Affairs missions discontinued in 2014-2015: the United Nations Integrated Peacebuilding Office in the Central African Republic, the United Nations Office in Burundi, the United Nations Integrated Peacebuilding Office in Sierra Leone, the Organization for the Prohibition of Chemical Weapons-United Nations Joint Mission for the Elimination of the Chemical Weapons Programme of the Syrian Arab Republic and the United Nations Electoral Observer Mission in Burundi.

organizational support to the First Committee, the Disarmament Commission, the Conference on Disarmament and its subsidiary bodies, review conferences and other meetings of parties to multilateral disarmament agreements, as well as to expert groups mandated by the General Assembly. The entry into force of the Arms Trade Treaty on 24 December 2014 was an important achievement for the programme, marking a turning point in the efforts of the international community to regulate the global trade in conventional arms. The Treaty sets robust international standards to help guide Governments in deciding whether to authorize arms transfers, and assists countries in developing adequate regulatory systems and safe weapons stockpiles. The 2015 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons (held in New York from 27 April to 22 May 2015) examined the implementation of the Treaty's provisions since 2010. Despite intensive consultations, the Conference was not able to reach agreement on the substantive part of the draft final document. The Fifth Biennial Meeting of States to Consider the Implementation of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects (held in New York from 16 to 20 June 2014) concluded with the adoption by consensus of a substantive outcome document that highlights the importance of improving the stockpile management of small arms and light weapons, particularly in conflict and post-conflict situations. The Office provided support to two preparatory committees and the First Review Conference of the Convention on Cluster Munitions (held in Dubrovnik, Croatia, from 7 to 11 September 2015). which resulted in the adoption of the Dubrovnik Declaration, calling for the prohibition of cluster munitions, the provision of assistance to victims and their families and the clearance of contaminated land. Throughout the biennium, the United Nations regional centres for peace and disarmament in Africa, Latin America and the Caribbean, Asia and the Pacific carried out 140 activities to provide assistance, capacity-building and training in the areas of arms control, disarmament and non-proliferation.

20. The Department of Peacekeeping Operations and the Department of Field Support provided strategic direction and a full range of administrative and logistical support to 17 peacekeeping operations[2] (16 with the transition of the United Nations Assistance Mission in Afghanistan to the Department of Political Affairs as of 1 November 2014), 12 special political missions and the African Union Mission in Somalia (AMISOM). One new peacekeeping mission in the Central African Republic led by the Department of Peacekeeping Operations was established in April 2014. Furthermore, the Security Council restructured UNMISS to focus its activities on the protection of civilians, given the ongoing civilian conflict in South

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[2] The United Nations Truce Supervision Organization (UNTSO), the United Nations Military Observer Group in India and Pakistan (UNMOGIP), the United Nations Peacekeeping Force in Cyprus (UNFICYP), the United Nations Disengagement Observer Force (UNDOF), the United Nations Interim Force in Lebanon (UNIFIL), the United Nations Mission for the Referendum in Western Sahara (MINURSO), the United Nations Interim Administration Mission in Kosovo, the United Nations Mission in Liberia (UNMIL), the United Nations Operation in Côte d'Ivoire (UNOCI), the United Nations Stabilization Mission in Haiti (MINUSTAH), the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the United Nations Interim Security Force for Abyei (UNISFA), the United Nations Mission in South Sudan (UNMISS), the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) and the United Nations Assistance Mission in Afghanistan.

Sudan. MONUSCO completed its reconfiguration process and redeployed civilian, police and military personnel in support of more robust operations in areas affected by armed conflict. The Department supported the efforts of the three peacekeeping missions in the Middle East (UNTSO, UNDOF and UNIFIL) to contain and avert a regionalization of the crisis in the Syrian Arab Republic. The Department also facilitated a peaceful transfer of power following the presidential and provincial council elections in Afghanistan; provided support in the improvement of the security situation in Haiti; mediated multiple talks between the armed opposition in Darfur and the Government of the Sudan, as well as political dialogue and stabilization of the security situation in Mali; provided support to the national authorities of Côte d'Ivoire for the presidential elections in that country; and strengthened triangular cooperation with the Council and troop- and police-contributing countries. The Department of Field Support supported nearly 175,000 authorized civilian and uniformed personnel in the field, representing a 14 per cent increase compared with 2009-2010 levels. More than 70 per cent of authorized mission personnel received support from a remote service provider under the global field support strategy in the areas of regional logistics cooperation arrangements, administrative transactional services and regional information and communications technology, creating economies of scale for all participating missions. MINUSCA was able to leverage existing capacity for its start-up and resourcing by joining an established shared service centre.

21. The Office for Outer Space Affairs serviced the sessions of the Committee on the Peaceful Uses of Outer Space and its subcommittees, and the Inter-Agency Meeting on Outer Space Activities, including an open informal session related to the contribution of space technology to the post-2015 development agenda. The Office provided active support to Member States in the registration of space objects, which resulted in the submission by five States of notifications on the establishment of their national registries. As the executive secretariat of the International Committee on Global Navigation Satellite Systems, the Office focused on capacity-building and the dissemination of information in the fields of space science and technology and brought together 227 specialists from 38 countries during the biennium. Under the United Nations Platform for Space-based Information for Disaster Management and Emergency Response (UN-SPIDER), representatives from 75 countries received support through 12 capacity-building activities in using space-based information for disaster management, including building resilience against disasters.

C. International justice and law

22. The Office of Legal Affairs continued to support one of the priorities for the biennium: the promotion of justice and international law. The Office provided legal advice on matters concerning international peace and security, humanitarian law and transitional justice; on the rules of procedure of various United Nations organs; and on the privileges and immunities of the United Nations. Examples include legal advice and assistance provided to the Organization for the Prohibition of Chemical Weapons-United Nations Joint Mission for the Elimination of the Chemical Weapons Programme of the Syrian Arab Republic, the United Nations Mission for Ebola Emergency Response (UNMEER) and MINUSCA. The Office also advised the Department of Peacekeeping Operations on the legal framework for the establishment of sites for the protection of civilians on UNMISS premises.

23. During the biennium, there were no instances in which, unless waived, the status and the privileges and immunities of the Organization were not maintained. Claims against the Organization that originally totalled $9,018,078 were resolved for a total of $2,638,080, or 29 per cent of the amount originally claimed. Progress was made towards the effective modernization of trade law with the adoption of the United Nations Commission on International Trade Law (UNCITRAL) Rules on Transparency in Treaty-based Investor-State Arbitration, effective 1 April 2014, and the invitation extended by the General Assembly to the Secretary-General to establish a related transparency repository. In the area of the law of the sea, there had been 120 deposits of charts and lists of coordinates by States under the United Nations Convention on the Law of the Sea as at the end of the biennium, 27 more than the targeted 93. The Office prepared 99 volumes of the United Nations *Treaty Series*, registered 2,784 treaties and 2,524 treaty actions and processed 3,070 depositary notifications. Under the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law, the Office conducted the International Law Fellowship Programme, in cooperation with the Hague Academy of International Law; the United Nations Regional Course in International Law for Africa; and, in 2015, for the first time, the United Nations International Law Seminar for Arab States.

D. International cooperation for development

24. The departments and offices working in the area of international cooperation for development are: the Department of Economic and Social Affairs; the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; the Office of the Special Adviser on Africa; the United Nations Conference on Trade and Development (UNCTAD); the International Trade Centre (ITC); the United Nations Environment Programme (UNEP); the United Nations Human Settlements Programme (UN-Habitat); the United Nations Office on Drugs and Crime (UNODC); and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). Those entities focused their efforts on the priorities approved by the General Assembly for the biennium, which included: the promotion of sustained economic growth and sustainable development, in accordance with the relevant resolutions of the Assembly and recent United Nations conferences; the development of Africa; and drug control, crime prevention and combating international terrorism in all its forms and manifestations.

25. Important results were achieved by these programmes with respect to various development issues, including the adoption of the 2030 Agenda for Sustainable Development, through the support provided in the intergovernmental deliberations and negotiations held among Member States. For example, the Department of Economic and Social Affairs provided technical and substantive support for all seven sessions of the Open Working Group of the General Assembly on Sustainable Development Goals held in 2014, culminating in the adoption by the Assembly of the 2030 Agenda at the United Nations summit for the adoption of the post-2015 development agenda, held in September 2015, which included 17 Sustainable Development Goals and 169 targets. The Department also supported the preparatory process for the third International Conference on Financing for Development, held in July 2015, at which Member States adopted the Addis Ababa Action Agenda as

the outcome document. The Action Agenda provides a global framework for the financing of sustainable development and establishes a strong foundation in support of the implementation of the 2030 Agenda. In addition, the Department served as the secretariat for the third International Conference on Small Island Developing States, held in Apia in September 2014, which resulted in the adoption of the SIDS Accelerated Modalities of Action (SAMOA) Pathway. The SAMOA Pathway reaffirms the commitment of Member States to the sustainable development of small island developing States and recognizes the central role played by genuine and durable partnerships. Side events in the context of the Conference were organized by the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, including a Private Sector Partnerships Forum aimed at advancing sustainable development, with more than 300 sustainable development partnerships registered in the lead-up to and during the Conference. The Office also provided on-demand backstopping support to least developed countries and landlocked developing countries in the context of intergovernmental negotiations on the 2030 Agenda and the Action Agenda. In addition, the Office coordinated the preparation and organization of the second United Nations Conference on Landlocked Developing Countries, held in November 2014, which led to the adoption of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024. The Programme of Action is aimed at accelerating sustainable development in the world's 32 landlocked developing countries from concrete steps towards the structural transformation of economies and infrastructure development to the improvement of international trade and the bolstering of regional integration and cooperation. A high-level follow-up meeting to the Conference was held in Zambia in June 2015. It saw the adoption of the Livingstone Call for Action for the Accelerated Implementation of the Vienna Programme of Action, which highlights the key drivers required for such implementation. The Office of the Special Adviser on Africa helped to raise awareness of intergovernmental deliberations and negotiations on Africa's development priorities, including Agenda 2063 of the African Union and its first 10-year implementation plan. The Office also co-organized sessions of the Economic and Social Council on youth, employment and sustainable urbanization, high-level meetings of the Commission on the Status of Women on gender equality and on women and peace and security, and a thematic debate of the General Assembly on investment for Africa's development. In addition, the Office co-organized a high-level event on leveraging pension funds for financing infrastructure development in Africa during the third International Conference on Financing for Development and a high-level event on the operationalization of the post-2015 development agenda for African industrialization on the margins of the United Nations summit for the adoption of the post-2015 development agenda.

26. UNCTAD continued to support national, regional and global processes for agenda-setting in the areas of integrated trade and development and on interrelated issues involving finance, technology, investment and sustainable development, and, in particular, at important international conferences such as the third International Conference on Financing for Development and the Tenth Ministerial Conference of the World Trade Organization (WTO). The fourth World Investment Forum of UNCTAD, held in September 2014, brought together more than 3,000 investment stakeholders from 150 countries, who participated in 50 events. Discussions were informed by *World Investment Report 2014: Investing in the SDGs: An Action Plan*,

which proposed an action plan to galvanize the role of corporate investment in achieving the future development goals. The 2014 Forum culminated in the adoption of a high-level plan of action for investment in landlocked developing countries that fed into the second United Nations Conference on Landlocked Developing Countries. UNEP ensured the inclusion of the environmental dimension in the Sustainable Development Goals. Thus, environmental sustainability is now at the core of seven Sustainable Development Goals and is integrated into eight others. As part of a consortium of United Nations agencies, UNEP has been involved in designing a statistics programme to assist countries in tracking progress towards the implementation of the Goals. In the area of human settlements, UN-Habitat provided substantive input to the first-ever integration segment of the Economic and Social Council in May 2014, on the theme "Sustainable urbanization", which contributed to the proposal and approval of Sustainable Development Goal 11, "Make cities and human settlements inclusive, safe, resilient and sustainable". In the area of drugs and crime, UNODC provided substantive and organizational support for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice, held in April 2015. The Congress resulted in the adoption of the Doha Declaration on integrating crime prevention and criminal justice into the wider United Nations agenda to address social and economic challenges and to promote the rule of law at the national and international levels, and public participation. UN-Women, for its part, was instrumental in ensuring the adoption, at the fifty-eighth session of the Commission on the Status of Women, of agreed conclusions on challenges and achievements in the implementation of the Millennium Development Goals for women and girls and the adoption, at the fifty-ninth session of the Commission, of a political declaration on the occasion of the twentieth anniversary of the Fourth World Conference on Women. Of particular importance was the strong support for a stand-alone goal on gender equality in the Sustainable Development Goals and for gender-sensitive targets across the post-2015 development agenda, which was also the result of the Entity's contribution.

27. The analytical and substantive publications of departments and offices included in this programme element strengthened the debate within intergovernmental organs and at international conferences and contributed to analyses of development issues and policies. In its *Millennium Development Goals Report*, the Department of Economic and Social Affairs presented the progress made in terms of how far the world had come in achieving the Millennium Development Goals. In the 2015 edition of its *Global Sustainable Development Report*, the Department offered suggestions on how to strengthen the engagement of scientists with policymakers at the national and international levels. The Department also continued to provide policy and technical advice for intergovernmental processes through its major publications, such as *World Economic Situation and Prospects* and *World Economic and Social Survey*. The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States published a report on the state of the least developed countries, highlighting progress and challenges in the implementation of the Istanbul Programme of Action and offering recommendations on how to reflect the priorities and needs of the least developed countries in the post-2015 development agenda. The Office also prepared studies related to the impacts of climate change, desertification and land degradation on the development prospects of landlocked developing countries, and challenges and opportunities for improving transit cooperation, trade and trade facilitation for the benefit of the landlocked developing

countries. The Office of the Special Adviser on Africa submitted its first biennial report to the General Assembly on the review of the implementation of commitments made towards Africa's development, in addition to three annual reports of the Secretary-General on the New Partnership for Africa's Development (NEPAD) and the causes of conflict and the promotion of durable peace and sustainable development in Africa. The Office also launched two analytical studies, entitled "Microfinance in Africa" and "Infrastructure development within the context of Africa's cooperation with new and emerging development partners".

28. The 2014 and 2015 editions of the annual UNCTAD flagship publication *Trade and Development Report* made important contributions in the areas of global governance and policy space for development, sovereign debt issues and international financial architecture for development. In 32 countries, UNCTAD launched the 2014 and 2015 editions of *The Least Developed Countries Report*, which focused on growth with structural transformation and on transforming rural economies. More than 3,700 media articles in 100 countries were generated on the basis of the 2014 and 2015 editions of the UNCTAD *World Investment Report*, which presented research on investment issues and trends, emerging measures to improve the contribution of investment to sustainable development, national and international investment policies, regional investment trends and international tax and investment policy coherence. UNCTAD presented key analysis and policy actions with respect to debt issues discussed in the report of the Secretary-General on external debt sustainability and development (A/69/167). It also launched a new series of statistical country profiles in 2015. The ITC flagship publication *SME Competitiveness Outlook 2015* highlighted the relevance of small and medium-sized enterprises to inclusive growth and provided guidance on how to facilitate their integration into regional and global markets. Notably, those recommendations have been taken up in the 2016 induction document of the Business 20 task force on the development of small and medium-sized enterprises. ITC also provided policymakers and the business sector with trade and market intelligence through a set of upgraded online tools and publications, reaching 166,825 new users, for a record total of more than half a million users. UNEP launched its first global *Adaptation Gap Report* during the twentieth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Lima in December 2014, informing the negotiation process about existing gaps (finance, technology and knowledge) in meeting adaptation needs in developing countries with a view to a new climate agreement. Two major publications, *UNEP Year Book 2014* and *Global Environment Outlook-Small Island Developing States Outlook*, were issued to empower stakeholders in decision-making and illustrate environmental challenges and solutions. UN-Habitat, together with the High-level Committee on Programmes working group on a new United Nations urban agenda, prepared a paper entitled "Urbanization and sustainable development: a United Nations system input to a new urban agenda". The UN-Habitat publications issued during the biennium, including *The State of African Cities 2014*, *The State of Asian and Pacific Cities 2015*, *The State of China's Cities 2014-2015* and *State of Afghan Cities 2015*, the City Prosperity Index reports for several cities and the *China State of Urban Youth Report 2014-2015*, provided evidence-based knowledge on human settlements and on urban trends and challenges. A number of normative tools for addressing climate change, land tenure security, the urban economy, urban legislation and planning for sustainable urbanization were also produced. They included *Planning for Climate Change: A Strategic, Values-Based Approach for*

Urban Planners; *International Guidelines on Urban and Territorial Planning*; *National Urban Policy: Framework for a Rapid Diagnostic*; the City Prosperity Initiative; and the Social Tenure Domain Model. UNODC published the 2014 and 2015 editions of its *World Drug Report* and its *Global Report on Trafficking in Persons*, providing an overview of the major developments in the markets for the various categories of drugs and of patterns and flows of trafficking in persons at the global, regional and national levels, respectively.

29. United Nations departments and offices continued to support operational activities for the capacity development of national Governments. For example, the Department of Economic and Social Affairs supported 8 developing countries in the preparation of their national sustainable development strategies, integrating the 2030 Agenda for Sustainable Development; 25 countries in integrating water resource management into their national policies; and 8 countries in integrating sustainable forest management into their national strategies. The Department also assisted 141 countries in enhancing their statistical capacity, including 20 in enhancing their macroeconomic modelling and forecasting skills. The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, through its national focal point workshops, supported 25 least developed countries in their efforts to mainstream provisions of the Istanbul Programme of Action into their national development plans. In accordance with General Assembly resolution 68/224, the Office, at the request of a number of least developed countries aspiring to graduate or graduating from least developed country status, provided expertise and capacity-building support in the formulation of their graduation and transition strategies. The Office also provided support to the High-level Panel on Technology Bank for Least Developed Countries and the science, technology and innovation supporting mechanism. Through 70 advisory and capacity-building missions, UNCTAD assisted countries in their preparations for the implementation of the 2013 WTO Trade Facilitation Agreement. The year 2014 alone witnessed UNCTAD support for 22 countries in negotiating or preparing for their accession to WTO. UNCTAD support for the graduation of countries from least developed country status had grown to 17 by the end of 2015. A total of 22 countries either adopted, enhanced the implementation of or migrated to the latest version of the Automated System for Customs Data to improve their customs administration; 58 countries benefited from UNCTAD in the area of debt management through its Debt Management and Financial Analysis System programme; and 409 port managers and 1,014 e-commerce practitioners received UNCTAD training to replicate capacity-building activities in their countries. ITC provided support to policymakers focused on developing national and sector-specific export development strategies, mainstreaming the gender dimension into those strategies. ITC also influenced 317 country negotiation positions through analytical input and business sector participation, enabling decision makers to integrate business dimensions into trade negotiations. In addition, ITC strengthened the trade-related capacity of more than 5,000 small and medium-sized enterprises in developing countries and increased the capacity of trade support institutions in 97 countries. With UNEP technical assistance, 21 countries established new legal and institutional measures to improve the implementation of internally agreed environmental goals; 17 countries adopted policies promoting the sound management of chemicals and waste; 17 countries and cities developed or began to implement sustainable consumption and production and green economy policies; and 31 countries implemented initiatives to improve energy

initiatives in terms of maximizing energy efficiency. UNEP early warning work drew attention to and fostered action on emerging environmental issues that threaten sustainable development. According to 2015 survey results, 48 per cent of Member States and 39 per cent of UNEP partners and stakeholders recognized that UNEP information on emerging issues or environmental scenarios had influenced to a large or very large extent their agencies' assessment work or policy development processes. UN-Habitat made progress in integrating the Global Housing Strategy to the Year 2025 into the formulation and implementation of national housing and slum upgrading and prevention strategies and programmes. As a result of UN-Habitat support, 15 cities adopted policies, plans and designs for compact, integrated and connected cities; 7 cities adopted programmes and strategies aimed at improving municipal and urban finance; and 21 local authorities implemented policies and guidelines aimed at increasing equitable access to urban basic services. UNODC helped to strengthen the capacity of national criminal justice systems to prevent and counter terrorism through 210 national and regional workshops and training courses, reaching out to 98 countries. As of the end of 2015, the Office had assisted 20 countries in strengthening their capacity in terms of border security and control mechanisms; 20 countries in the areas of illicit drug trafficking, transnational organized crime and illicit firearms trafficking; 33 countries in the area of preventing corruption; and 25 countries in the review and drafting of national counter-terrorism laws. UN-Women supported capacity development initiatives in 91 countries through training and technical assistance, with 51 countries committed to increasing the availability of their national sex-disaggregated data.

30. The departments and offices working in the area of international cooperation for development also supported the implementation of their programmes through outreach and advocacy activities. The Department of Economic and Social Affairs increased its outreach efforts to raise awareness among Member States, civil society organizations and other stakeholders of support provided with respect to economic, social and sustainable development issues, with a particular focus on the process resulting in the 2030 Agenda for Sustainable Development. In addition, the Department provided extensive coverage of major events, including the third International Conference on Small Island Developing States (2014), the third International Conference on Financing for Development (2015) and the United Nations summit for the adoption of the post-2015 development agenda (2015). The Department's increasing use of social media live events, including the production of more multimedia content for awareness-raising purposes, resulted in the steady growth of its online audience, with increases of 61 per cent in the number of visits to its websites, 610 per cent in the number of its fans on Facebook and 110 per cent in the number of its fans on Twitter. The global advocacy activities of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States in support of least developed countries strengthened the cooperation of the United Nations system in the implementation of the Istanbul Programme of Action and with regard to issues involving official development assistance and trade. The Office also supported small island developing States through eight advocacy activities, including a media event to mark the International Year of Small Island Developing States, and organized six pre-conference events in 2014 in the lead-up to the second United Nations Conference on Landlocked Developing Countries, four high-level interactive thematic round tables and 18 conference side events. The Office of the Special Adviser on Africa, in close collaboration with United Nations strategic partners and

African regional and subregional institutions, organized a series of high-level events during Africa Week in 2014 and 2015 on the margins of the General Assembly debate on Africa's development. Africa Week contributed to the mobilization of international support for Africa's development and for Agenda 2063 and its first 10-year implementation plan, while stressing synergies and complementarity with the global 2030 Agenda for Sustainable Development. Furthermore, the Office, together with the United Nations Industrial Development Organization (UNIDO) and the African Union, organized the annual commemoration of Africa Industrialization Day at the global level. The Office, jointly with the private sector, also organized the annual high-level panel discussion at the African Heads of State and Government Investment Working Lunch to raise awareness about Africa's investment opportunities.

31. The UNCTAD secretariat continued to reach out to Member States, international organizations, the private sector and civil society through various efforts such as the Geneva Dialogue on the role of trade in the post-2015 development agenda, all of which resulted in better understanding of the role of trade and its incorporation into the Sustainable Development Goals. UNCTAD, in collaboration with the United Nations Global Compact and the UNEP Finance Initiative, continued to encourage responsible approaches to investment through the Sustainable Stock Exchanges Initiative, which grew to include 59 partner exchanges, with a total listing of 47,000 companies. UNCTAD played a proactive role in improving the United Nations guidelines for consumer protection. The revised guidelines were approved by the General Assembly in its resolution 70/186, in which it requested UNCTAD to promote the guidelines and decided to establish an intergovernmental group of experts on consumer protection law and policy within the framework of an existing commission of the Trade and Development Board of the Conference. The revamped UNCTADStat website (http://unctadstat.unctad.org/EN/) enjoyed more than 850,000 visits, with more than 14.7 million page views from more than 200 countries around the world. In the area of the environment, UNEP Live, an online platform, was designed as a knowledge broker to share environmental data and knowledge and support assessment processes. Following its 2014 technical launch, data flows from 192 countries could be accessed through the system, and themes were covered with near-real-time data. A new Sustainable Development Goals portal (http://uneplive.unep.org/portal), hosted on UNEP Live, empowers countries to track progress towards the implementation of the environmental dimension of the 2030 Agenda for Sustainable Development. The portal visualizes the linkages between indicators, Sustainable Development Goals and targets and provides ontologies, maps and analyses of data availability. In 2014 and 2015, UNODC commemorated the annual World Day against Trafficking in Persons (30 July) with the support of a UNODC social media campaign entitled "#igivehope", International Anti-Corruption Day (9 December) and the International Day against Drug Abuse and Illicit Trafficking (26 June). A global campaign was also launched in 2014 to raise awareness among consumers of the illicit trafficking of counterfeit goods, amounting to $250 billion per year.

32. The regular programme of technical cooperation, through the provision of advisory services and training activities, continued to facilitate responses to urgent demands by Member States. The programme was carried out by 11 implementing entities of the Secretariat. Four of them (the Department of Economic and Social Affairs, UNCTAD, UN-Habitat and UNODC) reported under the programme element of international cooperation for development; the five regional

commissions (the Economic Commission for Africa (ECA), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic Commission for Europe (ECE), the Economic Commission for Latin America and the Caribbean (ECLAC) and the Economic and Social Commission for Western Asia (ESCWA)) reported under the programme element of regional cooperation for development; and the remaining two entities (the Office for the Coordination of Humanitarian Affairs and the Office of the United Nations High Commissioner for Human Rights (OHCHR)) reported under the programme element of human rights and humanitarian affairs.

33. With the resources of the regular programme of technical cooperation, the Department of Economic and Social Affairs provided technical and policy advisory support to 61 developing countries in developing strategies for integrated water resources management and the integration of renewable energy and energy efficiency into policies. As a result, more than 25 of those countries committed to integrating water resource management into their national policies during the negotiations on the 2030 Agenda for Sustainable Development. UNCTAD enhanced the capacity of 101 policymakers and other stakeholders from developing countries on trade and development issues through training activities set out in paragraph 166 of the Bangkok Plan of Action, improving their knowledge of the interrelated nature of trade, finance, investment and technology for development and enhancing their capacity in policymaking, bilateral and regional trade and investment negotiations. UN-Habitat, through capacity-building efforts, innovative tools and technical support, facilitated the development of new regional, national and city policy components related to sustainable urbanization, metropolitan coordination, a green urban economy and integrated territorial planning, directly benefiting 38 countries and contributing to risk reduction, slum prevention and access to basic services, urban compactness and connectivity. UNODC provided technical assistance to 43 countries during the biennium. For example, technical support provided for national consultations in the Plurinational State of Bolivia was instrumental in building a solid basis for addressing the problem of overcrowding and in defining a road map for much-needed prison reform. In Haiti, UNODC provided concrete proposals to the legislative commission in charge of drafting the new criminal code.

E. Regional cooperation for development

34. The five regional commissions — ECE, ESCAP, ECLAC, ECA and ESCWA — continued to promote sustained economic growth and sustainable development in their respective regions and to facilitate regional cooperation and integration among Member States.

35. The regional commissions used their convening capacities to hold discussions on policy issues and build political consensus regarding possible solutions to the economic and social problems faced by their member States. Concrete examples of the effective utilization of those capacities are as follows: ECA, at its forty-seventh and forty-eighth sessions, discussed the issues of industrialization for transformative development in Africa and the implementation of Agenda 2063 for planning, mobilizing and financing for development, respectively; ESCAP, at its seventieth session, focused on the role of regional connectivity in supporting economic growth and development, and at its seventy-first session focused on the integration of the social, economic and environmental dimensions of sustainable development and

adopted a resolution on restructuring the conference structure of the Commission to be fit for the evolving post-2015 development agenda; ECE, at its sixty-sixth session, endorsed a high-level statement on the post-2015 development agenda and the Geneva Charter on Sustainable Housing, which is aimed at increasing access to decent, adequate, affordable and healthful housing for all in the ECE region; ECLAC, at its thirty-fifth session, created a new Regional Conference on Social Development in Latin America and the Caribbean, aimed at improving national policies on social development and related international, regional and bilateral cooperation; and ESCWA, at its twenty-eighth ministerial session, adopted the Tunis Declaration on Social Justice in the Arab Region and commemorated the fortieth anniversary of the Commission with the issuance of the report entitled "Working for a just and prosperous Arab world: ESCWA at 40".

36. Key publications issued by the regional commissions contributed to improved policy formulation and implementation processes in the various regions within their purview. The 2014 and 2015 editions of the ECA publication *Economic Report on Africa* urged that African countries focus on adopting dynamic industrial policies with flexible processes and mechanisms that would help them transform their economies and bring about inclusive and sustainable economic and social development. The 2014 and 2015 editions of *The Millennium Development Goals Report* continued to create awareness about Africa's performance with respect to the Millennium Development Goals and presented perspectives on lessons learned in accelerating progress. ESCAP, in the 2014 and 2015 editions of its flagship publications *Economic and Social Survey of Asia and the Pacific* and *Asia-Pacific Trade and Investment Report* and in the regional report *Transformations for Sustainable Development: Promoting Environmental Sustainability in Asia and the Pacific*, provided fresh data, new perspectives and policy guidance on issues critical for enabling Governments and other actors to meet the challenges of achieving inclusive and sustainable development. ECE published *Conference of European Statisticians Recommendations on Climate Change-Related Statistics*, aimed at improving existing official statistics to support climate change analysis and reporting on greenhouse gas emissions under the Kyoto Protocol. The recommendations contained in the publication were endorsed by more than 60 countries and international organizations. ECLAC, in addition to its six traditional annual flagship publications, prepared important policy reports as contributions to the discussions of member States at high-level meetings. Among these was *Compacts for Equality: Towards a Sustainable Future*, which was presented at the thirty-fifth session of the Commission. The publication generated a dialogue with high-level authorities and policymakers on the regional vision of the post-2015 development agenda, aimed at achieving greater equality and ensuring sustainable development for future generations. The study entitled "Financing for development in Latin America and the Caribbean: a strategic analysis from a middle-income country perspective" discussed the specific challenges and diverse realities of middle-income countries. ESCWA offered a strategic vision for regional economic, social and cultural integration in the report entitled "Arab integration: a twenty-first-century development imperative", which promoted key attainments in human development. ESCWA investigated the rise and the fall of the Arab middle class through its 2014 publication *The Arab Middle Class Report: A Force for Change?* and reviewed the current state of economic and social developments through its biennial flagship publication *Survey of Economic and Social Developments in the Arab Region 2014-2015*.

37. The policy analysis and statistical standards supported by the regional commissions were also widely utilized by the Governments of the region to improve their performance in various areas. ECA, through statistics and policy analysis published in country profiles, contributed to evidence-based planning and policymaking in support of national and subregional development priorities. In collaboration with regional partners, it designed a manual on the second national strategy for the development of statistics. ESCAP engaged with its member States in regional and global policy dialogues and provided research and analysis needed for the development of, inter alia, sound policies related to macroeconomics and financing for development, trade, investment, technology transfer, international road transport and logistics systems, and sustainable development. The first ESCAP Ministerial Conference on Civil Registration and Vital Statistics in Asia and the Pacific resulted in the adoption of a regional action framework and a declaration on the Asia and Pacific Civil Registration and Vital Statistics Decade (2015-2024). The ESCAP *Statistical Yearbook for Asia and the Pacific 2015* represented the first regional assessment of facts and trends at the outset of the 2030 Agenda for Sustainable Development. ECE supported the capacity of countries to report on the Millennium Development Goals and gender-sensitive indicators, and helped to assess their readiness to monitor progress towards the Sustainable Development Goals. With the support of ECE, six of its member States developed a national strategy for the sustainable development of statistics. ECLAC maintained a leading role in regional statistics by staking out the main road for statistical cooperation in the region through the approval of the strategic plan for the period 2015-2025 for the Statistical Conference of the Americas at the eighth meeting of the Conference, held in November 2015, and through the provision of technical support to member States in the implementation of the 2012 System of Environmental-Economic Accounting and the 2008 System of National Accounts. ESCWA coordinated capacity development activities with regional and global partners on official statistics in the Arab region and produced statistical products jointly with other partners, including the *Bulletin of Industrial Statistics for Arab Countries*, country profiles focused on energy, and a Millennium Development Goals dashboard.

38. Consensus-building and advocacy efforts were important in the work of the regional commissions. For example, ECA held the Ninth African Development Forum in October 2014 on the theme "Innovative financing for Africa's transformation", which resulted in the adoption of a Marrakech consensus and recommendations. Through the consensus, ECA supported Africa's development process and ensured that Africa's priorities were reflected in the global debate on the development agenda. ESCAP held the Asia-Pacific Outreach Meeting on Sustainable Development Financing in 2014 and the Asia-Pacific High-level Consultation on Financing for Development in 2015, in order to reach consensus on the formulation of sustainable development policies. Those meetings culminated in four outcome documents setting forth recommendations on regional and global processes relating to financing for development. ECE held regional consultations on a monitoring and accountability framework, a development agenda, financing for development and the 15-year review of the implementation of the Beijing Platform for Action, to inform global intergovernmental processes. The work of ECLAC to strengthen the capacity of regional policymakers to contribute to the debate on reshaping the global financial architecture resulted in contributions and proposals from all countries of the Community of Latin America and Caribbean States in various debate forums, in line with ECLAC recommendations. The commitment of

all countries of Latin America and the Caribbean was enshrined in the Havana Declaration adopted at the Second Summit of the Community of Latin American and Caribbean States, held in January 2014. Support was provided for the sustainable development agenda of small island developing States, ensuring that their specific challenges and issues were presented and articulated at the third International Conference on Small Island Developing States, held in Samoa. The first Arab High-level Forum on Sustainable Development, held by ESCWA in 2014, promoted effective Arab engagement to define a development agenda beyond 2015.

39. The regional commissions continued to assist their member States in developing and promoting the implementation of legal instruments, norms and standards in various areas of development. ECA contributed to the operationalization of the Africa Mining Vision to assist member States in the formulation, implementation and review of mining and development policy, and to the African Road Safety Charter, adopted at the third session of the Conference of African Ministers of Transport, held in 2014. ESCAP was instrumental in advancing the implementation of the Intergovernmental Agreement on Dry Ports and the Asian Highway and Trans-Asian Railway network initiatives and in the successful conclusion of the fourth round of tariff concession negotiations under the Asia-Pacific Trade Agreement. The parties to the ECE Convention on Long-Range Transboundary Air Pollution adopted a new Framework Code for Good Agricultural Practice for Reducing Ammonia Emissions to reduce ammonia emissions from agriculture, one of the major threats posed to human health. The ECE Convention on Environmental Impact Assessment in a Transboundary Context was opened for accession by all member States to promote the global use of environmental impact assessment for evidence-based policymaking in the area of sustainable development. The United Nations Framework Classification for Fossil Energy and Mineral Reserves and Resources, which had been developed by ECE, was made applicable to uranium and thorium resources, thus paving the way for improved global stability and security of energy supplies. ECLAC activities in the areas of social development and sustainable development led and contributed to the development of national strategies and laws and the ratification of international conventions by several countries in Latin America, including the adoption of operational guidelines for the implementation of and follow-up to the Montevideo Consensus on Population and Development, the signing by 20 countries in the region of the Declaration on the application of Principle 10 of the Rio Declaration on Environment and Development in Latin America and the Caribbean, and the adoption of the Digital Agenda for Latin America and the Caribbean and the Community of Latin American and Caribbean States Plan for Food and Nutrition Security and the Eradication of Hunger 2025. ESCWA contributed to an increase in the number of countries implementing new or revised international statistical standards according to the methodology of the 2008 System of National Accounts, as well as to improvements in the institutional structures for official statistics in member countries, in compliance with the Fundamental Principles of Official Statistics.

40. As in the case of the programmes reported on under international cooperation for development, the regular programme of technical cooperation continued to be used by the regional commissions to facilitate rapid responses to the urgent demands of Member States through the provision of advisory services and training activities. As a result of ECA support, 13 of its member States reported progress in

the development of macroeconomic policies, while 15 States members of the Southern African Development Community benefited from ECA advisory services in the design of a regional road map and strategy for industrialization. ECA also held a high-level policy dialogue on smart industrial policies in Africa in September 2015, which served as a platform for the rebuilding of a pan-African industrialization network. Through the advisory services and training provided to its member States upon request, ESCAP helped to strengthen the capacities of individuals and institutions to develop and implement evidence-based macroeconomic, social protection and environmental policies needed for the achievement of inclusive and sustainable development. ECE provided 119 advisory services and organized 86 capacity-building events at the request of member States. Those activities helped to strengthen their capacity to accede to or adopt and implement international instruments, norms and standards, including with respect to transboundary issues, promoted regional cooperation and contributed to the achievement of internationally agreed development goals. ECLAC continued to be a leading provider of timely technical cooperation services, with more than 382 technical assistance missions dispatched to countries upon request, regarding key issues related to global value chains, innovation and productivity, the Sustainable Development Goals, climate change mitigation, natural disasters and natural resources, and enhanced the capacity of technical experts and policymakers through more than 90 expert group meetings and the dissemination of data and statistics through 43 online databases and 70 training courses and workshops. ESCWA delivered 99 advisory services as tangible assistance for government-led policies, complemented by 69 regional and subregional workshops and national workshops and 4 study tours, to strengthen South-South cooperation. ESCWA also implemented six comprehensive projects, for Jordan, Lebanon, Saudi Arabia, the Syrian Arab Republic, the State of Palestine and the Arab Customs Union.

F. Human rights and humanitarian affairs

41. The promotion of human rights and the effective coordination of humanitarian assistance remained two of the priorities for the biennium 2014-2015, covered by four entities of the Secretariat: OHCHR, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) and the Office for the Coordination of Humanitarian Affairs.

42. OHCHR continued to support the United Nations human rights mechanisms, such as the Human Rights Council, the special procedures of the Council and the expert committees monitoring international human rights treaties. With more than 60 field presences, which included stand-alone field offices, human rights advisers supporting country teams and the human rights components of field missions, OHCHR continued to become increasingly operational at the field level in assisting Governments in strengthening their human rights capacities. Through political advocacy, consultations and expert meetings, OHCHR successfully integrated human rights into intergovernmental processes and inter-agency deliberations to define the Sustainable Development Goals and ensure that strategies and policies for the implementation of the 2030 Agenda for Sustainable Development were human rights-based. OHCHR also continued to promote the right to development and strengthen the mainstreaming of human rights throughout the United Nations

system. The treaty body strengthening process concluded in 2014 with the adoption of General Assembly resolution 68/268, in which the Assembly endorsed a series of measures that included modernizing the treaty body system, making it more accessible by placing expertise in regional presences and fostering internal harmonization among the 10 treaty bodies. Most of the committees have now implemented a simplified reporting procedure, adopted a guidance note for States on constructive dialogue and harmonized the format of their concluding observations. During the biennium, OHCHR facilitated the review by treaty bodies of 316 State party reports and consequently reduced the reporting backlogs of most of the 10 committees. The Office coordinated and supported inter-agency initiatives on integrating the Human Rights Up Front policy into the system-wide response to crises and country situations. Substantive support was provided by OHCHR to special procedures mandate holders, who carried out 155 visits to more than 100 countries and territories and submitted 268 reports to the Council. The Office organized 38 field missions to support fact-finding, investigations, commissions of inquiry and the collection of human rights information. As of the end of 2015, 76 institutions had been established or strengthened in the field of human rights at the national and regional levels through assistance or training provided by OHCHR.

43. UNHCR and its partners had to respond to a multitude of large-scale and complex emergency situations during the biennium, which saw a dramatic increase in the number of people forced to flee their homes owing to conflict and persecution, from 50 million to well above 60 million, comprising both refugees and the internally displaced. Those movements placed pressure on host communities, UNHCR, Governments and other humanitarian agencies to provide speedy and effective emergency responses in order to meet immediate basic needs, including food, shelter, water and health care. In collaboration with Governments and partners, UNHCR worked to strengthen the protection of displaced persons from violence and assist them with the documentation needed to gain access to rights and services. UNHCR accorded highest priority to protecting women and girls from sexual and gender-based violence and finding appropriate protection-sensitive care arrangements for unaccompanied and separated children. Partnerships remained a central pillar of UNHCR response and were absolutely essential to the Office's ability to assist the displaced and achieve solutions. In 2015, the Office collaborated with nearly 910 partners, including 720 non-governmental organizations. The Regional Refugee and Resilience Plan 2015-2016, formulated in response to the situation in the Syrian Arab Republic, is illustrative of UNHCR efforts to link humanitarian assistance with development responses to ensure a more comprehensive approach to refugee crises and build the long-term resilience of refugees and affected host populations. Owing to ongoing violence in several major countries of origin, the number of refugees able to return home in safety was at its lowest in more than 30 years. The estimated total number of stateless persons globally had reached at least 10 million by the end of 2015. The global campaign to end statelessness within a decade, launched by UNHCR in 2014, was built on the positive momentum created by the increased number of accessions to the United Nations statelessness conventions in just over three years.

44. UNRWA continued to provide assistance and protection to a population of more than 5 million registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, the Gaza Strip and the West Bank through the delivery of primary and vocational education, health care, relief and social services, infrastructure and

camp improvement, microfinance and humanitarian assistance. The conflict in the Syrian Arab Republic and the July-August 2014 hostilities in the Gaza Strip displaced and caused untold suffering to more than 1 million Palestine refugees, destroyed infrastructure and destabilized institutions of governance. Despite the significant security, access and logistical challenges posed by those conflicts, UNRWA continued to deliver humanitarian assistance to more than 1.2 million refugees, mainly in the occupied Palestinian territory and the Syrian Arab Republic. Immunization campaigns for Palestine refugees, implemented jointly with host authorities, in Jordan, Lebanon, Gaza and the West Bank reached 99 per cent coverage. During the 2014/15 academic year, 493,500 students were enrolled in UNRWA schools, 49.91 per cent of whom were girls. The provision of education was strengthened through the implementation of transformative education reform policies and strategies along with the capacity development of teachers and other education staff across all fields. More than 82,000 families benefited from UNRWA shelter repair, construction and reconstruction programming, while the microfinance programme extended a total of 73,160 loans with a total value of $72,275,022, increasing the value of lending by approximately 8 per cent compared with the previous biennium. Finally, significant progress was achieved with regard to the further development of an UNRWA policy framework on protection, while the Agency also carried out advocacy interventions vis-à-vis relevant authorities and stakeholders on protection issues related to the situation of Palestine refugees fleeing the armed conflict in the Syrian Arab Republic, the forcible displacement of Palestine refugees and military operations in Gaza and the West Bank.

45. Throughout the biennium, the Office for the Coordination of Humanitarian Affairs responded to major emergencies in the Central African Republic, Iraq, South Sudan, the Syrian Arab Republic and Yemen. Of these, the last four were simultaneous level III emergencies that fully engaged the Office's primary internal surge mechanism, the Emergency Response Roster. This caused an exponential increase in the number of those deployed from the Roster to nearly twice the number deployed in 2013. During the biennium, efforts were made to make more strategic use of the Central Emergency Response Fund. In 2014 and 2015, the Fund allocated $897 million for rapid response and underfunded emergencies. The global consultations hosted by the Office in 2015 in preparation for the 2016 World Humanitarian Summit resulted in the identification of five major areas for action, each aimed at addressing the most pressing current and future humanitarian challenges. The fourth annual Global Humanitarian Policy Forum, held in 2015, saw the launch of the Office's newest policy study, *Leaving No One Behind: Humanitarian Effectiveness in the Age of the Sustainable Development Goals*. The biennium also saw an increase in the number of countries working with the Office to take a multi-hazard approach to disaster risk reduction, linking knowledge of the full range of hazards to all aspects of disaster risk management. As of December 2015, 121 countries had reported the enactment of legislation to establish policy and legal frameworks for disaster risk reduction and 93 had established national platforms for disaster risk reduction. In the area of humanitarian emergency information, the Office developed a new data platform, the Humanitarian Data Exchange, piloted it in two locations, Colombia and East Africa. More than 90 organizations registered to share their data through the platform.

46. OHCHR and the Office for the Coordination of Humanitarian Affairs carried out activities funded with resources of the regular programme of technical

cooperation. With those funds, the Office for the Coordination of Humanitarian Affairs enabled participants in the 2015 Environmental Emergencies Forum, held in Oslo, to explore the nexus of environmental risk, humanitarian crisis and climate change leading to the mainstreaming of the environment into contingency planning and humanitarian action. Contingency planning support for the Southern African Development Community (SADC) region led to better preparedness for response. By the end of 2015, in addition to countries in the Asia-Pacific region, six countries in the SADC region had reviewed contingency plans. OHCHR strengthened the capacity of stakeholders, policymakers and civil society organizations in follow-up to the implementation of recommendations of the international human rights mechanisms, resulting in the integration of a human rights-based approach into domestic laws, policies and programmes and the increased implementation of international human rights standards.

G. Public information

47. The Department of Public Information worked to promote a better understanding of and support for the United Nations, communicating its work and ideals to global audiences. The Department played a leading role in United Nations system-wide strategic communications planning, message development and coordination and media and constituency outreach with respect to major United Nations themes and events, which included the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (held in Paris from 30 November to 11 December 2015), the Climate Summit (held in New York on 23 September 2014), the United Nations summit for the adoption of the post-2015 development agenda (held in New York from 25 to 27 September 2015), the third International Conference on Small Island Developing States (held in Apia from 1 to 4 September 2014) and the second United Nations Conference on Landlocked Developing Countries (held in Vienna from 3 to 5 November 2014). As the umbrella strategy for the various initiatives within the United Nations system, the Department launched a global campaign entitled "2015: Time for Global Action for People and Planet", highlighting the Organization's leading role in building momentum towards key decisions related to financing for development, the post-2015 development agenda and climate change.

48. The Department made strategic use of traditional media, social media and multimedia products and services to expand its reach. Interest in United Nations social media activities continued to show steady growth, with more than 20 million followers subscribing to the mainstream platforms, such as Facebook, Twitter, Google Plus and Weibo. The Department's social media campaign for the Climate Summit also received unprecedented levels of attention, with nearly 127 million individuals reached through the #climate2014 campaign hashtag. Video views of United Nations multilingual video-sharing platforms tripled the anticipated target, reaching more than 30 million. The number of radio and television stations broadcasting United Nations programmes increased to 1,043, spanning 158 countries and territories. The United Nations information centres and peacekeeping websites continued to disseminate information about the United Nations, with 1.7 million average monthly visitors registered in 2015. In addition, the information centres produced or translated a total of 9,300 informational materials in 65 local

languages. The Department expanded its engagement with partners, including civil society and other entities, now reaching 3,269.

H. Common support services

49. The common support services of the United Nations continued to formulate policies and procedures and to provide strategic guidance, direction and support services to all entities of the Secretariat in four broad management areas: finance and budget, human resources, physical resources, and information and communications technology services. The organizational units reporting under this programme element include the Office of the Under-Secretary-General for Management, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management, the Office of Central Support Services and the Office of Information and Communications Technology as well as the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi.

50. The Office of the Under-Secretary-General for Management provided leadership and oversight for the strengthening of service delivery in a timely and client-oriented manner, including with respect to the key transformational projects of the Secretary-General, such as the capital master plan, Umoja, mobility, the International Public Sector Accounting Standards (IPSAS), the information and communications technology (ICT) strategy and the framework for a global service delivery model.

51. Following the deployment of Umoja Foundation at all United Nations peacekeeping operations and special political missions supported by the Department of Field Support in 2013 and 2014, the Umoja Integration solution (Umoja Foundation and Extension 1) was deployed throughout the Secretariat in June and November 2015. This permitted the integrated and streamlined management of financial, human and physical resources for the global Secretariat. Umoja training efforts, including the Umoja Academy, continued to strengthen Umoja expertise across the Secretariat.

52. The largest renovation work in the history of the Organization was successfully concluded with the reopening of the General Assembly Building and the Conference Building. The capital master plan project met its objectives of honouring and preserving the original historic design of Headquarters while at the same time modernizing the facilities to meet current accessibility, safety, security and technological standards. The Office of the Capital Master Plan was officially closed on 31 July 2015. The remaining post-construction residual activities, including the demolition of the North Lawn Building and the security-related work at 42nd and 48th Streets, are now under the management of the Office of Central Support Services of the Department of Management and will be completed by late 2016.

53. The Office of the Under-Secretary-General for Management continued to develop a strong relationship with the oversight bodies and to strengthen accountability throughout the Secretariat. The Office also supported the work of the Management Committee and the Management Performance Board, coordinated the preparation of the senior manager's compacts and programme performance reports and acted as the focal point for enterprise risk management in the Secretariat.

During the unprecedented Ebola crisis in 2014, the Office coordinated "duty of care" activities, ensuring the availability of appropriate health-care services and sustainable medication evacuation processes for all United Nations humanitarian and related personnel serving the affected countries.

54. The secretariat of the Headquarters Committee on Contracts maintained the average processing time for the review of procurement cases at a significantly lower rate than its target of 7.5 business days. The Headquarters Property Survey Board reviewed and processed 614 cases in a timely manner, with no backlog. Given the high volume of cases arising during the biennium 2014-2015 (1,541 in 2014 and 873 in 2015), the Management Evaluation Unit was able to respond to 75 per cent of management evaluation requests within the prescribed 30- and 45-day periods (for requests by staff members at Headquarters and at offices away from Headquarters, respectively). The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work of those bodies and in a timely, orderly and procedurally correct manner. The satisfaction rates reflected in the surveys of Committee members were 97.4 per cent and 97.1 per cent for the sixty-eighth and sixty-ninth sessions of the Fifth Committee, respectively, and 95.3 per cent and 97.6 per cent for the fifty-fourth and fifty-fifth sessions of the Committee for Programme and Coordination, respectively.

55. The Office of Programme Planning, Budget and Accounts issued the first IPSAS-compliant financial statements for the Secretariat and peacekeeping operations during the biennium. The Office, in close collaboration with stakeholders, also laid the groundwork for ensuring the future sustainability of IPSAS by promoting information-sharing and training strategies to that end and operationalizing the IPSAS benefits realization plan. The implementation of IPSAS increased transparency by making available more detailed information about the Organization's financial position and the use of its resources, thereby leading to greater ability to trace management decisions and strengthen accountability. The Office revised financial policies, including the delegation of authority for the new travel management module in Umoja and the management of trust funds and voluntary contributions. With regard to budget formulation, the Office improved the guidance for programme managers regarding the preparation of the proposed programme budget for the biennium 2016-2017. Departments no longer use template forms and can prepare the budget fascicle and the supplementary information in final format and submit the documents to the Office.

56. The Office of Human Resources Management continued to develop policies and provide advice on human resources management, monitor performance and develop the skills and potential of staff in line with United Nations mandates. The Office, in consultation with funds and programmes, developed or revised 87 administrative issuances and information circulars. New policies formulated during the biennium were related to the topics of, inter alia, staff selection and the managed mobility system, the global central review body and the Senior Review Board. A new computer-based Global General Service Test for entry-level candidates was developed and deployed at Headquarters and offices away from Headquarters. Following the approval of the mobility and career development framework by the General Assembly in its resolution 68/265, the Office put in place elements necessary for the implementation of the new staff selection and managed mobility system, which was scheduled to be launched on 1 January 2016, including the development of the policy framework, the reconfiguration of Inspira, the

establishment of new staffing bodies and the implementation of a communication programme. The new learning and career support strategy, aimed at increasing access to learning for all staff, received the endorsement of the Management Committee in 2014. Some existing learning programmes were revised, and new online programmes and tools were created in the areas of information technology, language learning, conflict resolution, procurement and management/leadership. The Office also facilitated access for staff members to adequate health-care services worldwide, including strengthening the response to the Ebola outbreak and the provision of support for the setting-up of a medical clinic and the recruitment of medical personnel in the first-ever United Nations emergency health mission in Accra.

57. The Office for Central Support Services continued to provide support for substantive programmes in the areas of procurement, business continuity, facilities management, archives, mail operations, records management and the management of various commercial activities. The Office addressed 74 per cent of all facility management work orders on time, which reflected an increase of 5.7 per cent compared with the baseline. The renovation and refurbishment of the Headquarters complex in New York was successfully concluded with the dissolution of the Office of the Capital Master Plan in July 2015 and the transfer of responsibilities to the Office of Central Support Services. Cost-effective travel services were provided through negotiations with 45 major airlines at an estimated savings of 21 per cent. To comply with the new financial and reporting requirements, and in line with the Umoja integration solution, the Office supported the issuance of property management policies, including a new administrative instruction on property management (ST/AI/2015/4), guidelines on the implementation of changes to the current property management framework and a revised delegation of property management authority. In the area of procurement, disparate vendor databases were cleaned and consolidated in support of the roll-out of Umoja; the processing time for procurement cases decreased from 13.7 weeks in 2013 to 9.3 weeks in 2015; and international competition improved as the total number of new vendors from developing countries and countries with economies in transition participating in the United Nations procurement process increased from 1,267 in the biennium 2012-2013 to 1,938 in 2014-2015.

58. The Office of Information and Communications Technology continued to review the technological environment within the Secretariat to support the Organization in achieving its mission and mandates. The revised information and communications technology strategy (see A/69/517) was endorsed by the General Assembly at its sixty-ninth session in its resolution 69/262, embedding an ongoing transformation and innovation agenda, particularly with regard to the mainstreaming of Umoja, the governance of the Office and the adoption of IPSAS. The Office supported the deployment of Umoja across the global Secretariat by activating the Unite identity of more than 20,000 new Umoja users, network scaling and connectivity to ensure optimal performance for more than 31,000 end users, and the launch of the global Enterprise Service Desk and the expansion of Unite self-service (iNeed), which offer round-the-clock help-desk support to resolve issues in a timely manner. The Office set up a new Enterprise Project Management Office in 2014 to provide programme managers with oversight of the major ICT projects, as well as enterprise application centres in New York, Vienna and Bangkok to reduce the fragmentation of application development. In addition, the Office implemented

Unite Connections for collaboration throughout the Secretariat and Unite Docs for content storage and management. To strengthen information security, the Office completed security reviews of 27 applications, including large-scale systems such as Umoja and Unite Docs, and rolled out a computer-based training programme on information security awareness system-wide.

59. The United Nations Office at Geneva played an important role in the deployment of Umoja and the adoption of IPSAS by updating key administrative processes, undertaking a major data clean-up and validation, and facilitating the in-person Umoja training of 3,500 staff members. The Office exceeded the performance target related to increasing the selection of candidates from unrepresented and underrepresented Member States by 150 per cent compared with the baseline. In the area of facilities management, important work funded by the voluntary donations of Member States was carried out in relation to the renovation of conference rooms. Despite the number of renovation projects undertaken and the tight work schedule, the Office addressed 99 per cent of all facility management work orders on time. In the area of procurement, the processing time for individual cases decreased from 24 days in 2013 to 21 in 2015. International competition improved as the number of new vendors from developing countries and countries with economies in transition registered in the procurement database increased from 48 in 2013 to 481 in 2015. Joint efforts with other United Nations entities resulted in the implementation of three more new projects, in the areas of car services, field vehicles and Swiss and international mail services, allowing participating entities to benefit from the same terms and conditions. In the area of electronic records management, Unite Docs was rolled out in Geneva to strengthen centralized repository and web-based remote access to all types of United Nations documents.

60. The United Nations Office at Vienna implemented major reforms related to the introduction of IPSAS, including the unqualified audit opinion on the first IPSAS-compliant financial statements of UNODC, the deployment of Umoja and the launch of the Framework on the Engagement of External Parties. The Office also reviewed its funding model, costing methodologies and fund-sourcing options and introduced a new funding model with the consolidated budget for the biennium 2014-2015 based on the full-cost recovery of field offices' expenditures to extrabudgetary contributions. The Office exceeded performance targets related to increasing the selection of candidates from unrepresented and underrepresented Member States by 200 per cent compared with the baseline and improved gender balance in recruitment by 13 per cent. The Office provided 99 per cent of the services offered by its facilities in accordance with the established standards and timelines. In the area of procurement, the processing time for individual cases was maintained at eight weeks. The Office achieved an enhanced level of international competition, as the number of vendors from developing countries and countries with economies in transition increased by 41 per cent compared with the baseline, with 248 vendors registered in the biennium 2014-2015.

61. The United Nations Office at Nairobi adopted IPSAS and submitted IPSAS-compliant opening balances to Headquarters in June 2014. With the adoption of IPSAS and the launch of Umoja on 1 June 2015, the Office was involved in the reprioritization and rescheduling of activities and the review of workplans and workloads with regard to overall preparedness, including the deployment of new applications and enhancements to existing systems. More than 700 staff members of the Office, UNEP and UN-Habitat were trained in Nairobi as Umoja end users. A

new rate card in alignment with service-level agreements was introduced to simplify the budgeting process. The Office addressed all facilities maintenance requests within the prescribed timelines. Upgrades were made to the central catering facilities, the ageing infrastructure of the main cafeteria was refurbished, electrical, mechanical, plumbing and gas systems were replaced, and new and more efficient solar water-heating systems were installed. The Office achieved 70 per cent in savings relative to the full cost of travel through preferential discount agreements with the 10 major airlines represented in Kenya. In the area of procurement, training and outreach efforts, including a business seminar for vendors in Kenya and Somalia that attracted more than 200 local and global vendors, contributed to the registration of 127 new vendors from developing countries and countries with economies in transition.

I. Internal oversight

62. The Office of Internal Oversight Services continued to enhance oversight in the Organization in respect of its resources and staff through investigation, internal audit and inspection and evaluation activities. The Inspection and Evaluation Division issued a total of 17 reports — 10 programme evaluations, 5 peacekeeping evaluations, a thematic evaluation of the Secretariat's monitoring and evaluation system with regard to the Millennium Development Goals, and the biennial report on strengthening the role of evaluation in the Secretariat — as well as Secretariat evaluation scorecards. The reports contained 94 recommendations, of which 4 were critical and 90 important. Of the 47 evaluation recommendations due for implementation in the biennium 2014-2015, 30 (63.8 per cent) were implemented. The Division facilitated the development of programme impact pathways for three divisions of the Office, together with the measures that each division would use to monitor its own progress. The Investigations Division underwent a comprehensive restructuring in which resources were transferred to Entebbe to create a surge capacity at the Regional Service Centre, thereby increasing the Organization's ability to respond to matters in a timely and effective manner. Major efforts were dedicated to developing a training strategy and providing training for investigators and for lay panels appointed from outside the Office to investigate prohibited conduct, including sexual harassment, discrimination and abuse of authority. The Investigations Division issued 273 reports, which included 221 recommendations. The Internal Audit Division issued 1,801 recommendations across 369 assignments during the biennium, of which 164 were critical and 1,637 were important. Those recommendations were aimed at improving the efficiency and effectiveness of operations and enhancing the accountability of programme managers. Approximately 74 per cent of all audit recommendations that were due for implementation in 2014-2015 (1,271 of 1,712) were implemented, of which 128 were critical recommendations. The Internal Audit Division established a number of performance metrics not only to ensure that it delivered on its mandate, strategy and goals, but also to enhance internal control over audit processes and to measure the outcome of its activities and their impact on the Organization.

J. Safety and security

63. The Department of Safety and Security continued to allow for the safe delivery of programmes and activities of the United Nations system and the security and safety of staff and eligible dependants globally, specifically in high-security risk environments, through the provision of strategic and operational support for and oversight of the United Nations security management system. All duty stations managed to maintain optimum levels of security, regardless of the increasing threat levels faced. The Department, as lead entity within the security management system, continued to enhance its surge capacity for the timely deployment of security professionals in crises and complex emergencies. During the biennium 2014-2015, a total of 184 emergency deployments were carried out in 22 countries, including the Central African Republic, Chad, the Philippines, South Sudan, the Syrian Arab Republic, Ukraine and Yemen. A total of 2,862 close protection operations were coordinated worldwide to ensure the delivery of the mandates of the senior officials representing the Organization. The Department continued to update the security risk assessments of countries and areas with an elevated security level or upon substantial changes in security environments. As of the end of 2015, the Department had endorsed 159 security risk assessments and approved minimum operating security standards for 171 out of 174 countries. The Department conducted 1,942 security assistance visits to 163 duty stations at which no security professionals were present. The collaboration of the Department with United Nations entities in the area of policy formulation resulted in the successful endorsement by the Inter-Agency Security Management Network of five new policies, relating to the safety and security incident recording system, Saving Lives Together, the air travel system, residential security measures and the management of stress and critical-incident stress. The Department provided stress management training to 96 per cent of staff and their families at high-risk duty stations in the field.

III. Delivery of outputs and resource utilization

64. As mandated under regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8), programme accomplishments should be measured by the delivery of outputs scheduled in the approved programme budget and reported to the General Assembly through the Committee for Programme and Coordination. Outputs are defined as final products or services delivered by a programme to end users in order to fulfil its objectives. Implementation reporting covers "quantifiable" outputs comprising six categories: (a) the substantive servicing of meetings; (b) parliamentary documentation; (c) expert groups, rapporteurs and depository services; (d) recurrent publications; (e) non-recurrent publications; and (f) other substantive activities (such as exhibits, booklets, special events, technical materials, fact-finding and special missions and the promotion of legal instruments).

65. The distinct feature of "quantifiable" outputs is that they must be clearly described and quantified in the programme budget and their implementation unambiguously monitored. Other activities comprise "non-quantifiable" outputs, in that their numbers are not consistently defined in the programme budget, because, for various reasons, they can be neither planned nor predicted precisely. For

example, they may either be subject to Government request or represent the provision of services whose scope is uncertain. Such outputs are reflected in the programme budget in a descriptive manner, with no identification of specific products or their quantity. It is not possible, therefore, to report on their implementation rates, although they represent a significant part of the Secretariat's work and resources. Examples of non-quantifiable outputs include advisory services, training courses, fellowships and grants, field projects, conference services and administration. They are not reflected in the implementation rates reported below, but are factored into the analysis of technical cooperation delivery and resource utilization (as reported in sect. III.F-G below), as well as into the reporting on the implementation of expected accomplishments (see sect. IV below).

66. The inventory of programmed outputs is based on the programme-of-work narratives of the relevant subprogrammes in the proposed programme budget for the biennium 2014-2015, as approved by the General Assembly in its resolutions 68/248 A-C. That budget contained 31,746 programmed quantifiable outputs. In addition, 405 outputs were carried over from the biennium 2012-2013. Furthermore, 1,219 outputs were added through legislative decisions and 780 were added at the initiative of the Secretariat, resulting in a total of 34,150 quantifiable outputs. The implementation rates of those outputs are shown in table 1.

A. Implementation rates

67. Of the 34,150 quantifiable outputs that either were mandated or were added by the Secretariat, 32,164 were implemented, including 276 that were completed after reformulation.[3] A total of 302 outputs were postponed until the next biennium, and 1,684 were terminated. Postponements and terminations occurred either by legislative decision or at the discretion of programme managers (in accordance with ST/SGB/2000/8, rule 106.2 (b)).

68. The output implementation rate has been calculated in three ways. The first calculation (I_M) shows the percentage of all mandated outputs (those initially programmed, plus those carried over, plus those added by legislation) that were implemented. It is the rate of implementation of mandated outputs only and does not include outputs implemented at the initiative of the Secretariat. The second calculation (I_T) shows the implementation rate of the total of all outputs, being the sum of mandated outputs and those added by the Secretariat. Finally, the third formula ($I_{T/P}$) is the ratio of all implemented outputs (programmed, carried over, reformulated and added by legislation and by the Secretariat) to the outputs initially programmed in the 2014-2015 budget, expressed as a percentage. The last calculation shows how much was delivered by a particular programme compared with what had been programmed at the outset of the biennium. The reasoning behind the $I_{T/P}$ calculation is that, while budgetary resources were provided to deliver the outputs programmed, developments during the biennium may have resulted in additions to the workload that had to be implemented within available resources, including extrabudgetary resources. This implementation rate, therefore, reflects the volume of work carried out by the various organizational entities. The

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[3] An output is considered to be reformulated when its description, as cited in the programme budget, has been modified but it continues to address the subject matter of the originally programmed output.

data set out in the "number of outputs" column in table 1 show the sum of the quantifiable outputs that were initially programmed, carried over and added by either legislation or the Secretariat.

Table 1
Implementation rates[a]

Budget section		*Number of outputs*[b]	*Implementation rates (percentage)*[c]		
			I_M	I_T	I_{TP}
2.	General Assembly and Economic and Social Council affairs and conference management	1 630	98	98	98
3.	Political affairs	2 460	95	95	97
4.	Disarmament	1 873	89	89	96
5.	Peacekeeping operations	1 116	98	98	105
6.	Peaceful uses of outer space	354	100	100	103
8.	Legal affairs	1 878	90	91	99
9.	Economic and social affairs	3 218	97	97	99
10.	Least developed countries, landlocked developing countries and small island developing States	393	94	95	104
11.	United Nations support for the New Partnership for Africa's Development	105	100	100	102
12.	Trade and development	1 849	96	96	106
13.	International Trade Centre	542	98	98	100
14.	Environment	244	95	95	97
15.	Human settlements	379	91	91	98
16.	International drug control, crime and terrorism prevention and criminal justice	1 578	95	95	100
17.	UN-Women	162	96	96	99
18.	Economic and social development in Africa	428	98	98	107
19.	Economic and social development in Asia and the Pacific	634	97	97	124
20.	Economic development in Europe	3 414	93	93	110
21.	Economic and social development in Latin America and the Caribbean	559	97	97	102
22.	Economic and social development in Western Asia	405	99	99	116
24.	Human rights	7 769	91	91	100
25.	International protection, durable solutions and assistance to refugees	404	100	100	100
27.	Humanitarian assistance	288	99	99	100
28.	Public information	172	97	97	99
29A.	Office of the Under-Secretary-General for Management	675	94	94	95
29B.	Office of Programme Planning, Budget and Accounts	1 096	100	100	103

Budget section	Number of outputs[b]	Implementation rates (percentage)[c]		
		I_M	I_T	$I_{T/P}$
29C. Office of Human Resources Management	300	92	92	92
29D. Support services	12	100	100	100
29F. Administration, Geneva	9	100	100	100
30. Internal oversight	73	94	95	103
34. Safety and security	131	68	69	71
Total	**34 150**	**94**	**94**	**101**

[a] Quantifiable outputs only.

[b] Includes all mandated and discretionary outputs.

[c] I_M — implementation rate of all mandated outputs (programmed, plus carried over, plus added by legislation) [(implemented + reformulated) – (additional outputs initiated by Secretariat) / (programmed + carried over + added by legislation)].

I_T — implementation rate of all mandated outputs plus additional outputs initiated by programme managers [(implemented + reformulated) / (programmed + carried over + added by legislation + additional outputs initiated by Secretariat)].

$I_{T/P}$ — ratio of all implemented outputs to outputs programmed in 2014-2015 budget (i.e., those for which resources were approved) [(implemented + reformulated) / programmed].

69. Programmes achieved an implementation rate of 94 per cent for mandated outputs (I_M) in the biennium 2014-2015, which is 3 per cent higher than in 2012-2013. The total implementation rate (I_T) in 2014-2015 was 94 per cent, compared with 92 per cent in 2012-2013. Of the 31 budget sections listed in table 1, only 2 had implementation rates lower than 90 per cent: Disarmament (89 per cent) and safety and security (68 per cent).

70. As noted, budget section 4, Disarmament, had an implementation rate of 89 per cent, which was an improvement compared with the rate of 79 per cent in the previous biennium. A total of 202 outputs, accounting for 12 per cent of the programmed and carried-forward quantifiable outputs of the Office for Disarmament Affairs, were terminated. The termination of 54 outputs in the category of substantive servicing of meetings and 132 outputs in the category of parliamentary documentation was mainly the result of a lack of agreement on a substantive programme of work in the Conference on Disarmament and procedural difficulties on the part of Member States in convening the Open-ended Working Group on the Fourth Special Session of the General Assembly Devoted to Disarmament. In addition, in some instances States parties to the Convention on Cluster Munitions, the Convention on the Prohibition of Military or Any Other Hostile Use of Environmental Modification Techniques and the Treaty on the Non-Proliferation of Nuclear Weapons had curtailed either the number of meeting days or the number of documents required for meetings. Four web-based e-newsletters of the United Nations regional centres for peace and disarmament were not issued in order to avoid duplication with quarterly factsheets and leaflets published by the Office and its regional centres. The remaining 12 outputs in the category of promotion of legal instruments were terminated, owing to the lack of agreement among the States of the Middle East region on the next steps towards a zone free of nuclear weapons and all other weapons of mass destruction.

71. Section 34, Safety and security, had an implementation rate of 68 per cent, compared with 70 per cent in 2012-2013. The low rate is attributed to the termination of 41 outputs, accounting for 32 per cent of the programmed and carried-forward quantifiable outputs of the Department of Safety and Security. Twenty-six compliance missions were terminated as a result of the internal strategic review of the Department to redirect efforts towards the implementation of an evaluation function with a focus on impact, thematic and strategic evaluations, and to assess compliance through in-country self-assessments and Headquarters desk reviews. The termination of 14 outputs in the category of substantive servicing of meetings was due mainly to a lack of requests for meetings by the relevant bodies. One output, related to the implementation of a global identification card system, was terminated after an internal review that had concluded that other systems such as the Safety and Security Incident Reporting System 2.0 and the Automated Security Risk Assessment should be given higher priority in order to meet immediate requirements.

72. The operational challenges that affected the implementation of outputs for each programme and lessons learned are detailed in section IV below. In cases in which strains on the programme budget affected performance during the biennium 2014-2015, they are reflected under individual accomplishment statements.

B. Additional outputs

73. In the course of the biennium, 1,999 outputs added to the programme of work either by the intergovernmental bodies or by the Secretariat were implemented. Total additions represented 6 per cent of the programmed and carried-forward quantifiable outputs in the biennium 2014-2015, compared with 12 per cent in 2012-2013. The data for additional outputs, by budget section, are presented in table 2.

Table 2
Additional outputs

		Reason for addition				
			Secretariat			
Budget section	*Total added*	*Legislation*	*Total*	*Programmatic*	*Availability of extrabudgetary funds*	*Additional outputs (percentage)*[a]
2. General Assembly and Economic and Social Council affairs and conference management	**7**	**–**	**7**	**7**	**–**	**<1**
3. Political affairs	**23**	**–**	**23**	**18**	**5**	**<1**
4. Disarmament	**139**	**78**	**61**	**43**	**18**	**8**
5. Peacekeeping operations	**77**	**70**	**7**	**7**	**–**	**7**
6. Peaceful uses of outer space	**12**	**1**	**11**	**11**	**–**	**4**
8. Legal affairs	**150**	**126**	**24**	**24**	**–**	**9**
9. Economic and social affairs	**30**	**24**	**6**	**6**	**–**	**<1**
10. Least developed countries, landlocked developing countries and small island developing States	**36**	**7**	**29**	**29**	**–**	**10**

			Reason for addition				
				Secretariat			
Budget section		Total added	Legislation	Total	Programmatic	Availability of extrabudgetary funds	Additional outputs (percentage)[a]
11.	United Nations support for the New Partnership for Africa's Development	2	–	2	2	–	2
12.	Trade and development	137	82	55	33	22	8
14.	Environment	2	1	1	–	1	<1
15.	Human settlements	13	1	12	4	8	4
16.	International drug control, crime and terrorism prevention and criminal justice	40	11	29	27	2	3
18.	Economic and social development in Africa	22	3	19	15	4	5
19.	Economic and social development in Asia and the Pacific	133	17	116	116	–	27
20.	Economic development in Europe	443	413	30	20	10	15
21.	Economic and social development in Latin America and the Caribbean	17	2	15	11	4	3
22.	Economic and social development in Western Asia	54	8	46	44	2	15
24.	Human rights	621	341	280	280	–	9
28.	Public information	1	–	1	–	1	<1
29A.	Office of the Under-Secretary-General for Management	6	6	–	–	–	<1
29B.	Office of Programme Planning, Budget and Accounts	26	26	–	–	–	2
30.	Internal oversight	6	2	4	4	–	9
34.	Safety and security	2	–	2	2	–	2
Total		**1 999**	**1 219**	**780**	**703**	**77**	**6**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

Reasons for additions

74. During the biennium 2014-2015, 61 per cent of the total number of additions were required by intergovernmental bodies. The remaining 39 per cent were initiated by the Secretariat: 35 per cent were made at the initiative of the Secretariat as a result of unique circumstances, and 4 per cent were explained by the availability of extrabudgetary funds for the programmes.

75. For example, OHCHR implemented a total of 621 additional outputs, of which 341 were added by legislation and 280 were added at programmatic discretion. Outputs added by legislation were required mainly for the implementation of General Assembly resolution 68/268, under which additional meeting time was mandated for treaty bodies in relation to the increased capacity of States parties to submit reports under the relevant human rights instruments. The 280 discretionary outputs related mainly to parliamentary documentation added in the context of the

universal periodic review in support of the Human Rights Council and its subsidiary bodies and mechanisms. Those outputs were added to compensate for an error made in the budget fascicle for the biennium 2014-2015 with respect to the number of outputs: during a biennium, five mandatory documents for each of the 84 countries are normally reviewed under the universal periodic review mechanism, whereas the fascicle referred to "three documents for each of the 84 countries". That error has been rectified in the budget fascicle for the biennium 2016-2017.

76. ESCAP recorded 133 additional outputs, of which 17 were added by legislation and 116 were added at the initiative of the Secretariat. The programme added those outputs in order to bring its reporting of parliamentary documents, publications and technical materials into line with all Secretariat entities.

77. ECE implemented 443 additional outputs, of which 413 were added by legislation under the categories of substantive servicing of meetings and parliamentary documentation in order to complete intergovernmental negotiations on new or revised ECE legal instruments. Ten outputs were added owing to the availability of extrabudgetary funding. The remaining 20 discretionary outputs were implemented through ad hoc expert group meetings, policy briefings and other substantive activities.

78. Those three programmes are cited as examples. All additional outputs are recorded together with the reasons for their addition, and the data are available online.

C. Postponed outputs

79. Of the 32,151 programmed and carried-forward quantifiable outputs, 302 were postponed in the biennium 2014-2015, which marked a decline in the postponement rate compared with the previous biennium, from 1.4 per cent in 2012-2013 to 0.94 per cent in 2014-2015. The main reasons for the postponement of outputs, by budget section, are shown in table 3.

Table 3
Postponed outputs

				Reason for postponement			
Budget section	*Total postponed*	*Legislation*	*Programmatic*	*Regular budget vacancy*	*Extrabudgetary vacancy*	*Extrabudgetary shortage*	*Postponements (percentage)*[a]
3. Political affairs	24	–	19	5	–	–	<1
8. Legal affairs	51	4	47	–	–	–	3
9. Economic and social affairs	36	1	34	–	–	1	1
12. Trade and development	32	–	31	1	–	–	2
14. Environment	9	–	9	–	–	–	4
15. Human settlements	19	–	15	–	–	4	5
16. International drug control, crime and terrorism prevention and criminal justice	34	1	31	–	–	2	2
17. UN-Women	3	–	3	–	–	–	2
18. Economic and social development in Africa	5	–	4	–	–	1	1

Budget section	*Total postponed*	*Legislation*	*Programmatic*	*Reason for postponement*			*Postponements (percentage)*[a]
				Regular budget vacancy	*Extrabudgetary vacancy*	*Extrabudgetary shortage*	
19. Economic and social development in Asia and the Pacific	1	–	1	–	–	–	<1
20. Economic development in Europe	51	10	34	7	–	–	2
21. Economic and social development in Latin America and the Caribbean	11	1	10	–	–	–	2
22. Economic and social development in Western Asia	1	–	1	–	–	–	<1
24. Human rights	18	1	17	–	–	–	<1
28. Public information	3	–	3	–	–	–	2
29C. Office of Human Resources Management	4	1	3	–	–	–	1
Total	**302**	**19**	**262**	**13**	**–**	**8**	**<1**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

Reasons for the postponement of outputs

80. The postponement of outputs concerned mainly recurrent publications (30 per cent) and non-recurrent publications (28 per cent), which together accounted for 58 per cent of the postponed outputs. Those outputs could not be completed before the end of the biennium, but will be ready for issuance in the biennium 2016-2017. Another 19 per cent of the postponements are explained by parliamentary documents prepared towards the end of the biennium whose publication was delayed until the beginning of the following reporting cycle. The remaining 23 per cent of the postponements were the result of programmatic decisions related to the substantive servicing of meetings, including the postponement of expert group meetings or inter-agency meetings until the next reporting period and delays in the issuance of technical materials.

D. Terminated outputs

81. Of the total of 32,151 programmed and carried-forward quantifiable outputs, 1,684 (or 5 per cent) were terminated during the biennium 2014-2015, compared with 2,416 (or 8 per cent) in 2012-2013 and 2,638 (or 9 per cent) in 2010-2011. The main reasons for termination, by budget section, are shown in table 4.

Table 4
Terminated outputs

Budget section		Total terminated	Reason for termination: Legislation	Programmatic	Regular budget vacancy	Extrabudgetary vacancy	Extrabudgetary shortage	Terminated outputs (percentage)[a]
2.	General Assembly and Economic and Social Council affairs and conference management	40	0	40	0	0	0	2
3.	Political affairs	99	43	56	0	0	0	4
4	Disarmament	202	87	115	0	0	0	12
5.	Peacekeeping operations	22	0	22	0	0	0	2
6.	Peaceful uses of outer space	1	1	0	0	0	0	<1
8.	Legal affairs	127	80	47	0	0	0	7
9.	Economic and social affairs	45	20	24	0	0	1	1
10.	Least developed countries, landlocked developing countries and small island developing States	21	–	4	7	1	9	6
12.	Trade and development	44	11	29	–	–	4	3
13.	International Trade Centre	10	–	9	–	–	1	2
14.	Environment	4	–	4	–	–	–	2
15.	Human settlements	14	–	3	–	–	11	4
16.	International drug control, crime and terrorism prevention and criminal justice	40	–	38	–	–	2	3
17.	UN-Women	3	–	3	–	–	–	2
18.	Economic and social development in Africa	5	–	4	–	1	–	1
19.	Economic and social development in Asia and the Pacific	16	11	2	–	–	3	3
20.	Economic development in Europe	186	100	86	–	–	–	6
21.	Economic and social development in Latin America and the Caribbean	8	–	–	–	–	8	1
22.	Economic and social development in Western Asia	4	–	3	1	–	–	1
24.	Human rights	686	52	633	1	–	–	10
27.	Humanitarian assistance	2	1	1	–	–	–	<1
28.	Public information	2	–	1	–	–	1	1
29A.	Office of the Under-Secretary-General for Management	39	39	–	–	–	–	6
29C.	Office of Human Resources Management	19	19	–	–	–	–	6
30.	Internal oversight	4	–	4	–	–	–	6
34.	Safety and security	41	–	41	–	–	–	32
	Total	**1 684**	**464**	**1 169**	**9**	**2**	**40**	**5**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

Reasons for the termination of outputs

82. Legislative decisions accounted for 28 per cent of terminated outputs, while programmatic terminations accounted for 69 per cent. A shortage of extrabudgetary funds accounted for 2 per cent of terminated outputs, and less than 1 per cent of outputs were terminated owing to vacancies in the Secretariat. The reasons for termination included: fewer requests for the substantive servicing of meetings and for documents by legislative bodies, the cancellation of expert group meetings, the availability of publications and technical materials online, the cancellation of fact-finding missions and inter-agency meetings and the reduced need for related documentation.

83. Three budget sections, namely, section 4, Disarmament, section 20, Economic development in Europe, and section 24, Human rights, accounted for 64 per cent of all terminated outputs. Section 24, Human rights, terminated 10 per cent (686) of programmed and carried-forward quantifiable outputs (7,148), of which 3 per cent (196) related to the substantive servicing of meetings and 6 per cent (410) were parliamentary documents. Most meetings or reports were not requested by the relevant bodies during the biennium; other meetings were mistakenly referred to in the 2014-2015 budget (e.g., meetings of the High-level Task Force on the Right to Development, which had concluded its work in 2010; this was corrected in the budget fascicle for 2016-2017) or referred to in more than one subprogramme (e.g., meetings of the Ad Hoc Committee on the Elaboration of Complementary Standards to the International Convention on the Elimination of All Forms of Racial Discrimination). The remaining 1 per cent of originally programmed quantifiable outputs (80) pertained to the termination of other substantive activities, including the production of publications, technical materials and related documentation, owing to developments in the thematic areas concerned or a change in the frequency of production of an output (e.g., monthly lists of communications had been replaced by stand-alone communications).

84. Budget section 20, Economic development in Europe, terminated 6 per cent (186) of programmed and carried-forward quantifiable outputs (2,971). Legislative terminations, accounting for 54 per cent of all terminations by the programme, resulted largely from the outcome of the review of the 2005 reform of ECE. That review was completed in 2013, with the note by the Secretariat on its outcome (E/ECE/1468) adopted by the Economic and Social Council in its resolution 2013/1. In particular, the review resulted in the revision of mandates and/or modalities of meetings of 10 intergovernmental bodies under economic cooperation and integration, sustainable energy and trade subprogrammes, which subsequently led to the termination of outputs under the categories of the substantive servicing of meetings and parliamentary documentation in the biennium 2014-2015. Reasons for programmatic terminations, which accounted for 46 per cent of all terminations, included the reduced duration and number of meetings, the cancellation of publications that were reprogrammed in the biennium 2016-2017 to avoid duplication, or the cancellation of other substantive activities that were no longer required during the 2014-2015 biennium.

85. Budget section 4, Disarmament, terminated 12 per cent (202) of programmed and carried-forward quantifiable outputs (1,734). The reasons for the termination of outputs by the Office for Disarmament Affairs are explained in paragraph 70 above.

E. Outputs carried over

86. The status of implementation of 405 carried-over outputs is shown in table 5. Those outputs had been programmed in 2012-2013 and then postponed for implementation in 2014-2015. Of the 405 carried-over outputs, 76 per cent (306) were implemented, 5 per cent (20) were postponed and 20 per cent (79) were terminated.

Table 5
Status of outputs carried over

Budget section		*Carried forward from 2012-2013*	*Status of implementation*		
			Implemented	*Postponed to 2016-2017*	*Terminated*
3.	**Political affairs**	**22**	**15**	**4**	**3**
4.	**Disarmament**	**1**	**1**	**0**	**0**
8.	**Legal affairs**	**16**	**10**	**2**	**4**
9.	**Economic and social affairs**	**34**	**18**	**2**	**4**
10.	**Least developed countries, landlocked developing countries and small island developing States**	**1**	**0**	**0**	**1**
12.	**Trade and development**	**43**	**37**	**0**	**6**
13.	**International Trade Centre**	**11**	**4**	**0**	**7**
14.	**Environment**	**4**	**3**	**1**	**0**
15.	**Human settlements**	**13**	**7**	**0**	**6**
16.	**International drug control, crime and terrorism prevention and criminal justice**	**36**	**31**	**2**	**3**
17.	**UN-Women**	**4**	**4**	**0**	**0**
18.	**Economic and social development in Africa**	**14**	**13**	**0**	**1**
19.	**Economic and social development in Asia and the Pacific**	**3**	**2**	**0**	**1**
20.	**Economic development in Europe**	**79**	**64**	**1**	**14**
21.	**Economic and social development in Latin America and the Caribbean**	**11**	**11**	**0**	**0**
22.	**Economic and social development in Western Asia**	**7**	**7**	**0**	**0**
24.	**Human rights**	**99**	**63**	**8**	**28**
27.	**Humanitarian assistance**	**1**	**1**	**0**	**0**
28.	**Public information**	**2**	**2**	**0**	**0**
29B.	**Office of Programme Planning, Budget and Accounts**	**2**	**2**	**0**	**0**
35.	**Safety and security**	**2**	**1**	**0**	**1**
	Total	**405**	**306**	**20**	**79**

F. Technical cooperation delivery

87. A total of 9,241 technical cooperation outputs were delivered by the Secretariat. In the output structure of the budget process, technical cooperation outputs comprise four categories: (a) advisory services; (b) training courses, seminars and workshops; (c) fellowships and grants; and (d) field projects. These are considered non-quantifiable outputs; their number could not be established precisely at the beginning of the biennium, as they are delivered at the request of Governments or as and when funding becomes available. Since it was not possible to establish a base number against which to compare actual implementation, it is not possible to calculate implementation rates. The estimated number of technical cooperation outputs implemented is shown in table 6.

Table 6
Summary of technical cooperation outputs delivered in 2014-2015

			Advisory services		*Training*			*Fellowships and grants*	
Budget section		*Total outputs*	*Number of services*	*Number of missions*	*Number of courses*	*Number of participants*	*Projects implemented*	*Number awarded*	*Number of recipients*
3.	Political affairs	85	22	–	17	405	46	–	–
4.	Disarmament	52	6	6	28	700	16	2	50
5.	Peacekeeping operations	7	–	–	–	–	7	–	–
6.	Peaceful uses of outer space	41	18	18	11	984	0	12	65
8.	Legal affairs	87	34	33	29	978	1	23	23
9.	Economic and social affairs	158	51	116	58	4 607	14	35	164
10.	Least developed countries, landlocked developing counties and small island developing States	5	–	–	–	–	5	–	–
11.	United Nations support for the New Partnership for Africa's Development	14	12	8	2	69	–	–	–
12.	Trade and development	844	272	282	405	29 176	167	–	–
13.	International Trade Centre	2 596	1 607	1 607	845	37 280	144	–	–
14.	Environment	305	209	320	63	4 083	33	–	–
15.	Human settlements	986	443	736	221	8 133	322	–	–
16.	International drug control, crime and terrorism prevention and criminal justice	657	193	213	306	9 566	158	–	–
17.	UN-Women	90	89	22	1	138	–	–	–
18.	Economic and social development in Africa	215	72	79	69	2 926	38	36	38
19.	Economic and social development in Asia and the Pacific	98	–	–	33	5 454	65	–	–
20.	Economic development in Europe	216	55	65	150	8 509	11	–	–
21.	Economic and social development in Latin America and the Caribbean	230	135	575	73	2 836	22	–	–
22.	Economic and social development in Western Asia	56	9	16	10	249	37	–	–

		Advisory services		Training			Fellowships and grants	
Budget section	*Total outputs*	*Number of services*	*Number of missions*	*Number of courses*	*Number of participants*	*Projects implemented*	*Number awarded*	*Number of recipients*
24. Human rights	344	95	108	167	7 275	62	20	114
25. International protection, durable solutions and assistance to refugees	40	4	4	24	749	12	–	–
26. Palestine refugees	28	–	–	–	–	28	–	–
27. Humanitarian assistance	73	24	1	45	6 373	4	–	–
28. Public information	318	5	9	313	4 070	–	–	–
29A. Office of the Under-Secretary-General for Management	47	–	–	47	775	–	–	–
29B. Office of Programme Planning, Budget and Accounts	1 161	1 160	–	1	67	–	–	–
29D. Office of Central Support Services	85	–	–	85	5 407	–	–	–
34. Safety and security	403	–	–	403	204 085	–	–	–
Subtotal (missions, participants, and recipients)			**4 218**		**344 894**			**454**
Total	**9 241**	**4 515**		**3 406**		**1 192**	**128**	

G. Resource utilization

88. Since it was not possible to incorporate financial performance information into the programme performance report, a proxy measure for resource utilization — work-months of staff in the Professional category and consultants — was used to provide an estimate of the resources utilized during the biennium to deliver the outputs and achieve the expected results.

89. A total of 143,744 work-months were utilized by the Organization to deliver the outputs and achieve the envisaged results during the biennium 2014-2015. Of that total, 89,829 work-months (or 62 per cent) were funded through the regular budget and 53,915 (or 38 per cent) were financed with extrabudgetary resources. Of the regular budget work-months, 97 per cent were attributed to staff in the Professional category and 3 per cent to consultants. In the case of extrabudgetary resources, 77 per cent were used for staff in the Professional category and 23 per cent for consultants. In total, staff in the Professional category accounted for 89 per cent of total work-months and consultants for 11 per cent.

90. Table 7 shows the total number of work-months utilized, by budget section, along with the percentage of work-months utilized to produce quantifiable outputs.

Table 7
Work-months

Section	Regular		Extrabudgetary			
	Professional	*Consultant*	*Professional*	*Consultant*	*Grand total*	Q[a]
2. General Assembly and Economic and Social Council affairs and conference management	25 523	9	476	37	26 044	3
3. Political affairs	3 389	50	881	28	4 348	91
4. Disarmament	764	5	145	48	961	81
5. Peacekeeping operations	727	8	8 408	93	9 236	72
6. Peaceful uses of outer space	439	0	77	0	515	63
8. Legal affairs	2 116	4	644	12	2 775	63
9. Economic and social affairs	5 707	310	274	142	6 432	86
10. Least developed countries, landlocked developing countries and small island developing States	325	12	0	9	346	97
11. United Nations support for the New Partnership for Africa's Development	296	20	0	0	316	93
12. Trade and development	3 898	143	960	745	5 747	63
13. International Trade Centre	2 044	0	2 553	4 266	8 863	28
14. Environment	227	19	1 443	959	2 649	39
15. Human settlements	652	94	1 288	796	2 830	43
16. International drug control, crime and terrorism prevention and criminal justice	1 309	65	5 086	2 425	8 885	20
17. UN-Women	134	38	445	156	773	71
18. Economic and social development in Africa	1 641	72	432	147	2 292	82
19. Economic and social development in Asia and the Pacific	2 135	168	373	393	3 069	51
20. Economic development in Europe	2 173	39	418	293	2 922	83
21. Economic and social development in Latin America and the Caribbean	2 328	237	98	780	3 442	69
22. Economic and social development in Western Asia	1 104	183	3	104	1 393	72
24. Human rights	4 644	111	1 972	174	6 900	80
25. International protection, durable solutions and assistance to refugees	882	65	441	19	1 407	99
26. Palestine refugees[b]	4 510	0	3 324	0	7 834	<1
27. Humanitarian assistance	580	8	1 290	134	2 011	65
28. Public information	7 161	56	164	12	7 394	98
29A. Office of the Under-Secretary-General for Management	432	–	1 998	–	2 430	8
29B. Office of Programme Planning, Budget and Accounts	609	–	1 768	–	2 376	35
29C. Office of Human Resources Management	1 375	222	877	470	2 944	47
29D. Office of Central Support Services	958	–	1 345	42	2 344	4

Section	Regular		Extrabudgetary			
	Professional	*Consultant*	*Professional*	*Consultant*	*Grand total*	*Q*[a]
29E. Office of Information and Communications Technology	2 186	1 123	13	–	3 323	<1
29F. Administration, Geneva	1 685	–	1 130	–	2 815	7
29G. Administration, Vienna	484	29	303	8	824	<1
29H. Administration, Nairobi	907	–	145	–	1 051	<1
30. Internal oversight	1 449	23	2 799	27	4 299	7
34. Safety and security	1 928	–	25	–	1953	29
Total	**86 719**	**3 110**	**41 596**	**12 319**	**143 744**	**41**

[a] "Q" represents the percentage of work-months devoted to quantifiable outputs.

[b] Palestine refugees (section 26) uses 30,000 local area staff (i.e., doctors, nurses, teachers, relief workers and others) paid from voluntary contributions who are considered neither Professional staff nor consultants, which is why their work-months are not accounted for in the calculations shown in tables 7 and 8.

91. Of the total number of work-months (143,744), 15 per cent (20,948) were utilized in the servicing of intergovernmental and expert bodies and 27 per cent (38,518) were used to complete other substantive activities. A total of 41 per cent of work-months were devoted to the production of quantifiable outputs (quantifiable outputs are listed under the first two major output categories (six subcategories) in table 8). Furthermore, 59 per cent of total work-months were used in the delivery of technical cooperation outputs and conference services. Table 8 shows the distribution of work-months, by major category of activity, for the biennium 2014-2015.

Table 8
Distribution of work-months of staff in the Professional category utilized, by category of outputs

Output category	*Regular budget*	*Percentage*	*Extrabudgetary*	*Percentage*	*Grand total*	*Percentage*
Servicing of intergovernmental and expert bodies	**15 548**	**17**	**5 400**	**10**	**20 948**	**15**
Substantive servicing of meetings	5 960	7	1 834	3	7 794	5
Parliamentary documentation	6 529	7	2 578	5	9 106	6
Expert groups, rapporteurs, depository services	3 060	3	988	2	4 048	3
Other substantive activities	**24 587**	**27**	**13 931**	**26**	**38 518**	**27**
Recurrent publications	4 028	4	660	1	4 688	3
Non-recurrent publications	2 841	3	2 197	4	5 038	4
Other substantive activities	17 718	20	11 075	21	28 792	20
Technical cooperation	**11 788**	**13**	**22 309**	**41**	**34 097**	**24**
Advisory services	2 364	3	3 347	6	5 710	4
Training courses, seminars and workshops	2 091	2	3 079	6	5 170	4
Fellowships and grants	64	<1	49	<1	113	<1
Field projects	7 269	8	15 835	29	23 105	16

Output category	*Regular budget*	*Percentage*	*Extrabudgetary*	*Percentage*	*Grand total*	*Percentage*
Conference services, administration, oversight	**37 906**	**42**	**12 275**	**23**	**50 181**	**35**
Conference services, administration, oversight	37 906	42	12 275	23	50 181	35
Total	**89 829**	**100**	**53 915**	**100**	**143 744**	**100**

H. Gender mainstreaming

92. During the biennium 2014-2015, UN-Women contributed to the normative work carried out on gender mainstreaming by preparing the annual reports of the Secretary-General to the Economic and Social Council on mainstreaming a gender perspective into all policies and programmes in the United Nations system and supporting negotiations on the related draft resolutions. The important and continued work carried out by UN-Women for more effective and coherent gender mainstreaming across the United Nations was welcomed by the Council in its gender mainstreaming resolution 2015/12. To further enhance gender mainstreaming across the United Nations system, UN-Women also facilitated and supported the development and roll-out of new and/or updated existing gender mainstreaming policies in United Nations entities. UN-Women also worked through the Inter-Agency Network on Women and Gender Equality to ensure the integration of gender perspectives into activities and outcomes.

93. At the country level, UN-Women enhanced efforts on gender mainstreaming in United Nations common programming, including by leading the development of the "Resource book for mainstreaming gender in United Nations common programming at the country level" in English, French and Spanish and by leading the Regional United Nations Development Group Team for Europe and Central Asia to expand the roster of United Nations gender experts to support the mainstreaming of gender into the development and implementation of United Nations Development Assistance Frameworks.

94. Accountability for gender mainstreaming was enhanced through the effective implementation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women. The Action Plan provides the United Nations with a set of 15 common measures or performance indicators with which to measure progress or to which to aspire in its gender-related work. As of December 2015, 62 United Nations entities, including Secretariat departments and offices, or more than 90 per cent of the total number of United Nations entities, had reported on the Plan for three consecutive years. Their annual reports to UN-Women provide a systematic picture of progress, strengths, challenges and trends, including with respect to the capacity, resources and direction required in order to attain the defined performance standards by the Plan's deadline of 2017.

95. As in the previous biennium, the programme budget for 2014-2015 was prepared bearing in mind the objective of making certain that awareness of gender perspectives was translated into actual activities to be carried out at the operational level (see General Assembly resolution 56/132). Consequently, programme managers were to give visible attention to gender dimensions in the formulation of

expected accomplishments and indicators of achievement as part of their work programmes.

96. During the biennium, United Nations programmes reported the delivery of a total of 3,578 training courses, seminars and workshops in the category of technical cooperation activities, in which 39 per cent of participants were women, compared with 43 per cent in 2012-2013 and 36 per cent in 2010-2011.

Table 9
Male and female beneficiaries of training courses, seminars, workshops and fellowships

Budget section		*Training courses, seminars and workshops*	*Total participants*		*Percentage female*
			Female	*Male*	
3.	Political affairs	26	197	429	31
4.	Disarmament	55	564	1 355	29
5.	Peacekeeping operations	3	187	688	21
6.	Peaceful uses of outer space	11	261	788	25
8.	Legal affairs	30	486	615	44
9.	Economic and social affairs	64	1 904	4 112	32
11.	United Nations support for the New Partnership for Africa's Development	10	807	1 132	42
12.	Trade and development	464	11 122	20 266	35
13.	International Trade Centre	845	17 051	20 229	46
14.	Environment	63	1 772	2 311	43
15.	Human settlements	225	2 613	5 610	32
16.	International drug control, crime and terrorism prevention and criminal justice	306	1 787	7 779	19
17.	UN-Women	1	124	14	90
18.	Economic and social development in Africa	69	910	2 054	31
19.	Economic and social development in Asia and the Pacific	33	1 883	3 571	35
20.	Economic development in Europe	163	3 495	5 862	37
21.	Economic and social development in Latin America and the Caribbean	73	1 645	1 191	58
22.	Economic and social development in Western Asia	11	113	148	43
24.	Human rights	192	3 991	4 482	47
25.	International protection, durable solutions and assistance to refugees	40	562	784	42
27.	Humanitarian assistance	45	1 717	4 656	27
28.	Public information	313	1 853	2 217	46
29A.	Office of the Under-Secretary-General for Management	47	356	419	46
29B.	Office of Programme Planning, Budget and Accounts	1	40	27	60
29D.	Office of Central Support Services	85	1 177	4 230	22
34.	Safety and security	403	83 128	120 957	41
	Total	**3 578**	**139 745**	**215 926**	**39**

I. Final statement on the delivery of outputs and resource utilization

97. Programmes achieved an implementation rate of 94 per cent for mandated outputs (I_M) in the biennium 2014-2015, which was three percentage points higher than the rate achieved in 2012-2013. The total implementation rate (I_T) increased to 94 per cent in 2014-2015 from 92 per cent in the previous biennium. Outputs in all categories were delivered using a total of 143,744 work-months, of which 62 per cent were financed from the regular budget and 38 per cent from extrabudgetary resources.

IV. Programme performance by section of the programme budget

Section 2

General Assembly and Economic and Social Council affairs and conference management

Highlights of programme results

The Department for General Assembly and Conference Management continued to facilitate the effective work of the Organization's intergovernmental bodies in New York, Geneva, Vienna and Nairobi, and to ensure multilingualism and the high quality of the interpretation and translation of documentation into the six official languages of the United Nations. During the biennium 2014-2015, the Department serviced more than 66,000 meetings globally, including more than 14,500 with interpretation, reflecting increases of 22 per cent in the overall number of meetings held and 13 per cent in the number of meetings held with interpretation compared with the previous biennium. The Department translated more than 475 million words into the six official languages, representing an increase of 6 per cent compared with 2012-2013. A total of 1,263 Security Council meetings were serviced during the biennium, reflecting an increase of 17 per cent compared with 2012-2013. Verbatim records work increased by 40 per cent compared with the previous biennium, owing to an increase in the number of Security Council meetings held. As a result of close collaboration with the secretariats of the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee, all of the reports of those bodies were delivered in a timely manner, regardless of document length. The annual global electronic survey conducted at each duty station showed that an estimated average of 94 per cent of meeting participants were satisfied with the range of services provided by the Department.

Challenges and lessons learned

The increased workloads in all business areas created challenges in the delivery by the programme of its mandated activities. In addition to the growing number of meetings, delegates are speaking faster, increasing the stress of interpreters and verbatim reporters. The average speed of oral delivery at Security Council meetings increased by 9 per cent compared with 2013. The new document management system, gDoc, was rolled out in New York and Geneva in May 2014. The application offered numerous advantages that led to notable improvements in the processing chain and had a positive effect in terms of the timely issuance of documents. The steering group initiative across the four duty stations was tasked with harmonizing workflow and encouraging the exchange of best practices.

98. The above-cited results are based on the implementation of 98 per cent of 1,630 mandated, quantifiable outputs, compared with 89 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat increased from zero in 2012-2013 to seven in 2014-2015.

99. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 2)).

Executive direction and management

(a) Programme of work is effectively managed

100. During the biennium 2014-2015, the Department delivered 98 per cent of its mandated, quantifiable outputs (biennial target: 100 per cent) on or before the deadline, utilizing its own tools for documents and meetings management.

(b) Timely submission of documentation

101. The Department's rate of timely submission with respect to its pre-session documents reached 98.5 per cent (biennial target: 100 per cent), including 99 per cent for Secretariat reports and 98 per cent for non-Secretariat reports. The Department continued to strive for a 100 per cent compliance rate with respect to the timely submission of pre-session documents, through the use of proactive document management policies. Proactive document management is now being extended to the management of publications in addition to pre-session parliamentary documentation. While an increased percentage of documents are now being submitted on time, efforts are still ongoing to ensure that the quality of manuscripts improves, page limits are met as agreed by Member States and the issuance of manuscripts is in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies.

Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs

(a) Improved organizational and procedural aspects of meetings servicing and enhanced substantive and technical secretariat support to contribute to the deliberations of intergovernmental bodies and United Nations conferences

102. No written complaints (biennial target: 0) were received from representatives of Member States during the biennium regarding the conference-servicing support

provided by the General Assembly and Economic and Social Council Affairs Division. The conduct of meetings and the quality of the technical secretariat services delivered by the Division were rated as either "good" or "very good" by 93 per cent of meeting participants. The Division continued to maintain and improve web portals for the First, Second, Third and Fourth Committees. The posting of draft resolutions and a schedule of meetings on the website of the General Assembly and the uploading of draft documentation on QuickPlace for Member States provided alternative ways of reaching out to clients and the general public.

(b) Timely and effective implementation of the programme of work by the intergovernmental bodies serviced by the Department

103. The Division maintained a 99 per cent compliance rate (biennial target: 100 per cent) with respect to the timely preparation and submission of its final reports for intergovernmental meetings serviced by the Department. During the biennium, only two documents were submitted after the agreed slot date.

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conferences

104. The Central Planning and Coordination Division received no complaints (biennial target: 0) about the planning and coordination of conference services from representatives of Member States to intergovernmental bodies and members of expert bodies through its annual global electronic survey. The proximity concept was fully applied where feasible for conferences and meetings held away from headquarters of meeting bodies. Ninety-seven per cent of all "as required" meetings (biennial target: 100 per cent) were provided with interpretation services. During the biennium, 100 per cent of planned meetings with interpretation (biennial target: 100 per cent) and 93 per cent of planned meetings without interpretation (biennial target: 100 per cent) were held. Of all the documents that were submitted on time and within the established page limits, 99 per cent (biennial target: 98 per cent) were issued in accordance with the six-week rule.

(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States

105. The Division provided 100 per cent of meetings of regional and other major groupings of Member States with adequate conference facilities (biennial target: 100 per cent) and 87 per cent of such meetings with interpretation services (biennial target: 95 per cent). The decline can be attributed to an upsurge in requests from bodies such as the Security Council and its sanctions committees to hold meetings with interpretation services, resulting in the availability of fewer teams to meet requests made by regional and other major groupings of Member States. Likewise, there were several extensions of the sessions of calendar bodies, such as the Advisory Committee on Administrative and Budgetary Questions, the Second Committee and the Fifth Committee, which required interpretation services. Furthermore, some non-mandated meetings, such as those of the Open Working Group on Sustainable Development Goals and the informal consultations of the

United Nations summit for the adoption of the post-2015 development agenda, were provided with interpretation services on an exceptional basis.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing, translation, précis-writing and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

106. During the biennium, 12 informational meetings were held with delegations to discuss traditional and innovative ways of maintaining and enhancing the quality of language services. That forum provided the Department with an opportunity to explain to its clients the challenges and dependencies it faces in providing high-quality language services in a timely, cost-effective and efficient manner. No complaints (biennial target: 0) were registered during the reporting period about the quality of language and conference services.

(b) Improved cost-effectiveness of editing, translation, précis-writing and text-processing services without adversely affecting their quality

107. The Documentation Division utilized 100 per cent of its translation, précis-writing, editing and text-processing capacity (biennial target: 100 per cent) and fully complied with its workload standards. Temporary support was required to accommodate the increasing workload in order to achieve the timely delivery of documentation. A total of 266,899,775 words were translated during the biennium, 27 per cent of which were translated by contractors (biennial target: 25 per cent). The number of active records in the global UNTERM portal had grown almost fourfold by the end of 2015, while usage had increased to some 250,000 searches per month.

Subprogramme 4
Meetings and publishing services

(a) High-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing and distribution services

108. The Verbatim Reporting Service achieved efficiency gains during the biennium by producing an average of more than eight standard pages per day per verbatim reporter, utilizing 100 per cent of its capacity (biennial target: 100 per cent). The establishment of the Desktop Publishing Group contributed to the timely production of the verbatim records of the General Assembly and the Security Council in the six official languages simultaneously. The overall utilization rate for interpretation services reached 94 per cent (biennial target: 100 per cent). No complaints (biennial target: 0) were received from representatives of Member States or client departments regarding the quality of interpretation, verbatim reporting and publishing services. As of the end of 2015, compliance with workload standards reached 94 per cent for interpretation (biennial target: 100 per cent), 100 per cent for verbatim reporting (biennial target: 100 per cent), 75 per cent for copy-editing (biennial target: 100 per cent) and 83 per cent for desktop publishing (biennial target: 100 per cent).

(b) Increased cost-effectiveness of interpretation, verbatim reporting, copy-editing, desktop publishing, printing and distribution services

109. The Publishing Section continued to produce fewer hard copies (89 million pages) during the reporting period, compared with 144 million pages in 2012-2013. The PaperSmart service was provided for 1,492 official United Nations meetings, including those held at the main part of the sixty-ninth and seventieth sessions of the General Assembly, during which users from 184 capitals accessed the portal. The number of users of the e-subscription system reached 45,811 (biennial target: 34,000). One hundred per cent of documents in electronic form (biennial target: 100 per cent) were available in the six official languages simultaneously. The printers at Headquarters were 100 per cent digital (biennial target: 100 per cent).

Conference management, Geneva

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conferences

110. The overall quality of the conference services provided by the Division of Conference Management was assessed by 94 per cent of the 318 survey respondents to be "good" or "very good". One written complaint (biennial target: 0) was received, concerning lack of timely delivery of documentation in Russian. The Division increased the percentage of documents submitted on time from 36.9 per cent in the biennium 2012-2013 to 44.2 per cent in 2014-2015 (biennial target: 50 per cent). The Division applied the integrated global management rule (previously referred to as the "proximity concept") 100 per cent (biennial target: 100 per cent) and serviced 11 of its meetings away from the United Nations Office at Geneva as well as other meetings of the Department for General Assembly and Conference Management in collaboration with the four headquarters duty stations. Of the 6,309 planned meetings with interpretation, the Office provided interpretation services for 6,209 that were actually held in 2014-2015 (the remaining 100 were cancelled for various reasons), reaching a 98.4 per cent rate of implementation for planned meetings with interpretation (biennial target: 96 per cent). One hundred per cent of all planned meetings without interpretation (16,463) were held (biennial target: 81 per cent).

(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States

111. During the biennium 2014-2015, 76 per cent (biennial target: 85 per cent) of the 185 meetings of regional and other major groupings of Member States for which interpretation services had been requested were held. The year 2015 saw a sharp increase in the number of such requests compared with 2014 (107 in 2015, versus 78 in 2014), and the Division was not in a position to provide the requested interpretation from within available resources or as a result of savings derived from cancellations. The Division provided adequate conference facilities in response to 100 per cent of the requests (1,701) received from regional and other major groupings of Member States (biennial target: 100 per cent). The Division serviced high-level conferences during the biennium, including the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate

Change, held in Paris. The Division was able to provide all required negotiating texts in the official languages, with dedicated translation teams in place on-site and in Geneva.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

112. During the biennium 2014-2015, the Languages Service translated approximately 380,000 pages of official documents and publications, compared with 395,000 in 2012-2013. In addition, the Contractual Work Unit contracted for the translation of more than 89,000 pages, compared with 94,800 in 2012-2013. The Text Processing Unit processed more than 473,000 pages, compared with more than 492,000 in 2012-2013. The Editing Section processed more than 62,000 pages of parliamentary documentation, compared with more than 66,000 in 2012-2013. The general decrease in the translation workload, including contractual and text-processing work, was a result of the adoption by the General Assembly of its resolution 68/268, on strengthening and enhancing the effective functioning of the human rights treaty body system. No complaints (biennial target: 0) were received from Member States on the quality of editorial, translation or text-processing services. Approximately 95 per cent of the 317 respondents surveyed at 10 different meetings assessed the linguistic quality of the documentation processed by the Division as "good" or "very good".

(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting their quality

113. Compliance with workload standards was maintained at 100 per cent for editing and translation and at 97 per cent for text-processing (biennial target: 100 per cent). Capacity utilization, which was calculated using a new methodology as from November 2015, was 99 per cent for editing (biennial target: 100 per cent), 88 per cent for translation (biennial target: 100 per cent) and 90 per cent for text-processing (biennial target: 100 per cent). The proportion of translation done contractually stood at 19 per cent for the biennium (biennial target: 25 per cent), with more than 125 million words translated in-house and more than 29 million translated contractually.

Subprogramme 4
Meetings and publishing services

(a) High-quality interpretation, copy-editing, desktop publishing, printing and distribution services

114. During the biennium, 6,209 meetings were held with interpretation and 16,463 without interpretation. On average, more than 12 meetings were held with interpretation per working day during the biennium. No complaints (biennial target: 0) were received from Member States or client departments regarding the quality of interpretation or publishing services. Approximately 93 per cent of the 285 respondents surveyed at 10 different meetings assessed the overall quality of the interpretation service provided as either "good" or "very good".

(b) Increased cost-effectiveness of interpretation, copy-editing, desktop publishing, printing and distribution services

115. The Interpretation Service achieved a 93 per cent (biennial target: 100 per cent) capacity utilization rate. The proportion of printing on demand reached 38 per cent (biennial target: 50 per cent). Since the advent of digital printing, cost-effectiveness essentially depends on the size of the run in question. One hundred per cent of official documents (biennial target: 100 per cent) were made available in electronic form in the six official languages simultaneously. Compliance with the workload standards for interpretation reached 84 per cent during the biennium (biennial target: 100 per cent), reflecting an increase compared with the two previous bienniums (81.4 per cent in 2012-2013 and 80.3 per cent in 2010-2011). As copy-editing and desktop publishing make up part of the work done by various sections, no reliable data are available on compliance with those workload standards for the biennium.

Conference management, Vienna

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conferences

116. No complaints (biennial target: 0) were received during the biennium 2014-2015 from clients regarding the planning and coordination of conference services. The quality of conferences was rated either "good" or "very good" by 96 per cent of meeting participants. The integrated global management rule was applied 100 per cent (biennial target: 100 per cent) to allow for the joint servicing of all meetings held away from Vienna. The gap between the number of meetings planned and the number of meetings held was virtually non-existent, with the indicator showing 99 per cent for meetings with interpretation and 100 per cent for meetings without interpretation (biennial target: 100 per cent). The Planning, Coordination and Meetings Section reported that 80 per cent of documents (biennial target: 75 per cent) had been submitted on time and within the established page limits and issued in accordance with the six-week rule. Factors contributing to the reported results were: improvement in document submission compliance, coordination with and within servicing sections, the continued development of documents application capabilities, and increased understanding of client needs arising from continuing dialogue with client secretariats.

(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States

117. One hundred per cent of the meetings requested by regional and other major groupings of Member States (biennial target: 100 per cent) were held and provided with adequate conference services.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

118. No complaints (biennial target: 0) were received during the biennium 2014-2015 from clients regarding the quality of editorial, translation and text-processing services. The linguistic quality of translated documents was rated as either "good" or "very good" by 86 per cent of meeting participants.

(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting their quality

119. The Conference Management Service utilized contractual translation at a rate of 37 per cent (biennial target: 45 per cent), lower than the target owing to the lower workload in 2014 (20 million words), which was not fully offset by the increased workload in 2015 (24 million words). During the biennium, the Service continued to be 100 per cent compliant with both the workload standards and the capacity utilization for editorial, translation and text-processing services (biennial target: 100 per cent).

Subprogramme 4
Meetings and publishing services

(a) High-quality interpretation, desktop publishing and publishing services

120. No complaints (biennial target: 0) were received from meeting participants regarding the quality of meetings and publishing services. In addition, according to survey results, 93 per cent of respondents assessed the quality of the PaperSmart service as either "good" or "very good", while 96 per cent rated the online availability of documents as either "good" or "very good".

(b) Increased cost-effectiveness of interpretation, desktop publishing and publishing services

121. The utilization rate for interpretation services reached 78 per cent (biennial target: 100 per cent), while being negatively affected by periods when few or no meetings were held, around the winter holidays and in midsummer. Compliance with workload standards for interpretation reached 78 per cent (biennial target: 100 per cent). Given the smaller scale of operations in Vienna compared with larger duty stations, fewer bodies were waiting for services on an "as available" basis to make use of idle capacity. One hundred per cent of the printing done in Vienna offices (biennial target: 100 per cent) was digital. One hundred per cent of documents (biennial target: 100 per cent) were available in electronic form in the six official languages simultaneously.

Conference management, Nairobi

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conferences

122. Overall, 92 per cent of survey respondents rated the planning and coordination of conference services as either "good" or "excellent". Two complaints (biennial target: 0) were recorded in the global survey regarding the quality of the services provided. The Division of Conference Services uses such complaints as lessons learned with a view to the improvement of services. Seventy-one per cent of documents were submitted on time (biennial target: 100 per cent), owing to a long interactive process of deliberations between author departments and intergovernmental bodies that can sometimes run close to submission deadlines. The integrated global management rule was applied 100 per cent (biennial target: 100 per cent), allowing for the joint servicing of all meetings held away from Nairobi and yielding savings of $952,000 for the clients serviced. The gap between the number of meetings planned and the number of meetings held was 55 per cent for meetings with interpretation (biennial target: 100 per cent) and 100 per cent for meetings without interpretation (biennial target: 100 per cent). The gap between planned and held meetings relates to extrabudgetary-funded meetings, with respect to which the budget is with the client and the request for services is dependent on the client's willingness and ability to pay.

(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States

123. The Division of Conference Services provided 100 per cent of meetings of regional and other major groupings of Member States (biennial target: 100 per cent) with interpretation services on an as-available basis and conference services as requested.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

124. Ninety-five per cent of survey respondents rated the documentation services provided as either "good" or "excellent". No complaints (biennial target: 0) were received through the global survey regarding the linguistic quality of translated documents.

(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting their quality

125. The capacity utilization rates were 92 per cent for translation (biennial target: 100 per cent), 93 per cent for editing (biennial target: 100 per cent) and 62 per cent for text-processing (biennial target: 100 per cent). The capacity of text processors is measured in terms of the number of words processed. The lower text-processing capacity utilization rate was due to the fact that the text processors at Nairobi were

also engaged in several non-typing areas of work, including proofreading, reference work, desktop publishing and general administrative functions that included some level of support for contractual translators. Compliance with workload standards reached 100 per cent for editing (biennial target: 100 per cent), 88 per cent for translation (biennial target: 100 per cent) and 61 per cent for text-processing (biennial target: 100 per cent). Sixty-five per cent of the documents translated during the reporting period (biennial target: 45 per cent) were translated contractually.

Subprogramme 4
Meetings and publishing services

(a) High-quality interpretation, desktop publishing and publishing services

126. Ninety-five per cent of survey respondents rated the quality of the meetings held and the publishing services provided as either "good" or "excellent". The Division of Conference Services registered five complaints (biennial target: 0) through a global survey related to the quality of interpretation. In 2014, the Division received a Baobab Award (the baobab is a symbol of strength and persistence), the UNEP Executive Director's special commendation award for high-quality services provided by the Division to UNEP, especially in ensuring the successful coordination and servicing of the first UNEP Environment Assembly.

(b) Increased cost-effectiveness of interpretation, desktop publishing and publishing services

127. The capacity utilization rate for interpretation services reached 56 per cent (biennial target: 100 per cent), while compliance with workload standards for interpretation reached 54 per cent (biennial target: 100 per cent). The Division continued to fill vacancies in interpretation to improve capacity utilization through the training of new interpreters and roster recruitment. The Division achieved a 100 per cent compliance rate with respect to workload standards for desktop publishing (biennial target: 100 per cent). Sixty-nine per cent (biennial target: 55 per cent) of printing was done digitally. The capacity utilization of interpretation services was 56 per cent (biennial target: 100 per cent), which is attributed to the holding of a number of major meetings outside the duty station. Interpreters did not travel in order to comply with the proximity rule to maximize savings on the servicing of such meetings. One hundred per cent of documents (biennial target: 100 per cent) were made available in electronic form in the six official languages simultaneously.

Section 3
Political affairs

Highlights of programme results

The Department of Political Affairs provided support to Member States in helping to develop internal conflict prevention and mediation capacities. The Department worked with regional and subregional organizations to help them strengthen their own capacities for prevention and mediation, with 85 per cent of mediation engagements involving cooperation with such organizations. In addition to more than

100 mediation-related deployments, the Department, in partnership with UNDP, provided substantive support to more than 40 resident coordinators and United Nations country teams in areas such as conflict analysis, mediation, the design of national dialogue processes and electoral support, and deployed mediation expertise more than 100 times to provide technical assistance for peace processes. In 2015, the Department coordinated United Nations electoral assistance to 67 Member States, including under Security Council mandates, as well as in many situations in which risks of election-related violence had to be mitigated. The Department took on 15 commitments in the area of women and peace and security arising from relevant Council resolutions and systematically integrated gender considerations into its peacemaking work. During the biennium 2014-2015, the Department serviced 1,152 meetings of the Council, 16 meetings of the Special Political and Decolonization Committee (Fourth Committee) and 10 meetings of the Committee on the Exercise of the Inalienable Rights of the Palestinian People.

Challenges and lessons learned

With the steep increase of 23 per cent in the number of Security Council meetings held during the biennium 2014-2015 compared with 2012-2013, Department staff had to put in extra hours of work to provide substantive and technical support to the Council and its subsidiary bodies. Other challenges included coordinating a timely response to crisis situations, developing flexible and advance contingency mission planning and finding effective ways to engage countries. Among the important lessons drawn was the need to further promote intradivisional communication and integration and to establish more formal and transparent client communications. That need was addressed through the revamping of the Department's intranet, on which information is broadly shared. The Department increased its communication with Member States through formal and informal briefings.

128. The above-cited results are based on the implementation of 95 per cent of 2,460 mandated, quantifiable outputs, compared with 89 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 103 in 2012-2013 to 23 in 2014-2015.

129. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 3)).

Executive direction and management

(a) Programme of work is effectively managed within available human and financial resources

130. The Department of Political Affairs delivered 95 per cent of its mandated, quantifiable outputs (biennial target: 100 per cent) on or before the deadline. As of the end of 2015, the Department had utilized 98 per cent of its budget (biennial target: 98 per cent).

(b) . Effective substantive support, management and administration of special political missions, field offices and high-level envoys where the Department of Political Affairs is the lead entity

131. The Department is responsible for providing substantive backstopping to the majority of special political missions, including all field-based missions. The Department continued to hold regular meetings with focal points of special political missions to track progress on budget implementation and vacancy rates, share best practices and lessons learned and discuss policy questions. Integrated task forces were established for all Department-led special political missions to improve coordination within the United Nations system on substantive support for and the administration of missions. Field offices, special political missions and special envoys expressed 98 per cent satisfaction (biennial target: 100 per cent) with the support provided by the Department.

(c) Increased timeliness of submission of documentation

132. As at 31 December 2015, the documentation submission compliance rate had reached 96 per cent (biennial target: 100 per cent). The Department continued to make every effort to improve its coordination with internal offices and the Department for General Assembly and Conference Management to avoid delays, which resulted in an improvement in submission compliance compared with the baseline.

Subprogramme 1
Prevention, management and resolution of conflicts

(a) Improved capacity and capability of Member States to identify, prevent and address conflict situations

133. The Department of Political Affairs continued to facilitate efforts to prevent and mitigate conflicts through the monitoring and assessment of global political developments around the world. Areas of primary concern included denuclearization, increasing political dialogue and engagement, border controversies, counter-terrorism, ongoing conflicts in the Syrian Arab Republic and Ukraine, mass movements of people, humanitarian issues, human rights and increased partnership, and cooperation with other United Nations entities, Member States and regional organizations. One hundred per cent of requests by Member States and regional organizations for preventive action (biennial target: 100 per cent) were addressed in a manner commensurate with the resources available. Through 48 good offices efforts (biennial target: 22), the United Nations addressed conflict situations and issues in Asia, Africa, the Americas and Cyprus. The Department saw increased cooperation and efforts to bolster coordination with regional organizations.

(b) Maintenance of the peace processes on track

134. The Department addressed 71 per cent of requests by Member States and regional organizations (biennial target: 50 per cent) in support of peace processes and implemented 78 per cent of projects (biennial target: 60 per cent) in support of peacebuilding efforts implemented in areas where conflict situations were resolved or prevented. The Department provided support to the Special Adviser to the Secretary-General on Myanmar through the use of the Secretary-General's good

offices, while coordinating between Papua New Guinea and the Autonomous Region of Bougainville in support of the Bougainville Peace Agreement. The Department also successfully backstopped the International Commission against Impunity in Guatemala, the Offices of the Special Envoys of the Secretary-General for Syria and Yemen, and special political missions. In addition, the Department was involved in coordinating interdepartmental efforts to deal with the mass movements of people across European borders, as well as the ongoing crisis in Ukraine.

Subprogramme 2
Electoral assistance

(a) *Enhanced capacity of Member States requesting electoral assistance to strengthen their democratic processes and develop, improve and refine their electoral institutions and processes*

135. The Department, through its Electoral Assistance Division, continued to lead United Nations system-wide efforts in: (a) ensuring timely responses to the requests of Member States for electoral assistance; (b) enhancing coordination among United Nations entities involved in providing electoral support to Member States; and (c) strengthening United Nations electoral partnerships with regional and intergovernmental organizations. During the biennium, Member States made 43 requests (biennial target: 40) for United Nations electoral assistance to strengthen the capacity of their electoral management bodies. The Division coordinated and supported electoral assistance to 67 countries and provided timely electoral technical support for mediation and good offices efforts where required. Gender was systematically included in all United Nations electoral assistance activities and policies.

Subprogramme 3
Security Council affairs

(a) *Improved organizational and procedural aspects of meetings servicing as well as enhanced substantive and technical secretariat support to the Member States and other participants at the mandated meetings*

136. During the biennium, the Security Council Affairs Division continued to facilitate the efficient conduct of deliberations of the Security Council, including the holding of formal meetings (508), informal consultations (374) and informal interactive dialogues (13), and of meetings of the subsidiary bodies of the Council (257, comprising 39 formal meetings, 141 informal meetings, 37 meetings of the working groups of the Security Council Committee established pursuant to resolution 1540 (2004) and 40 meetings of the Working Group of the Security Council on Children and Armed Conflict), as well as the adoption of Council resolutions and presidential statements (181). One hundred per cent of survey respondents (biennial target: 100 per cent) provided "excellent", "good" or "satisfactory" ratings of the services provided by the Division, including the scheduling and servicing of meetings, the provision of procedural advice and research, communication, support for the Office of the President, support for the Chairs of subsidiary organs, and after-hours procedures for documentation preparation and emergency meetings.

(b) Improved access to information relating to the work of the Security Council and its subsidiary organs

137. The Security Council Affairs Division made available advance versions of the Seventeenth Supplement (2010-2011) and parts I, II, III, V, VIII and X of the Eighteenth Supplement (2012-2013) to the *Repertoire of the Practice of the Security Council* on the Security Council website (http://www.un.org/en/sc/). The number of pages viewed of the online *Repertoire* reached 566,835 (biennial target: 1,767,924). The variance of the actual value with the target is attributed to the revised methodology for the collection of website statistics on the number of pages viewed. The Division also revamped the search engine to provide faster, more reliable and more accurate access to information. The number of visits to the Council home page was 12,853,086 (biennial target: 5,315,967). The Division continued to issue the annual paper on highlights of Council practice and to update information on mandates related to field missions, cross-cutting issues, sanctions regimes and Committees. During the biennium, 99 individuals and entities were removed (delisted) from the relevant sanctions lists (22 in 2014 and 77 in 2015) upon the recommendation of the Ombudsperson or the Focal Point for Delisting.

(c) Decisions of the Security Council and its subsidiary organs requiring substantive support by the subprogramme are implemented

138. One hundred per cent of missions of the Security Council and its subsidiary bodies (biennial target: 100 per cent) were carried out within the established time frame. The Division facilitated four missions of the Council: to Mali (in February 2014), to Europe and Africa (in August 2014), to Haiti (in January 2015) and to Africa (in March 2015), as well as four missions of its subsidiary bodies (to the Central African Republic, Côte d'Ivoire, the Democratic Republic of the Congo and the Sudan). During the biennium, 91 per cent of monitoring mechanisms under Council sanctions committees (biennial target: 100 per cent) were established within the time frame stipulated by Council resolutions. Performance against that indicator was affected by delays in the establishment of the Group of Experts on the Democratic Republic of the Congo pursuant to resolution 1533 (2004), owing to difficulties in finding suitable candidates.

Subprogramme 4
Decolonization

(a) The Special Committee and the General Assembly will be able to carry out their decolonization mandates and make progress in the decolonization process of the 16 remaining Non-Self-Governing Territories

139. The Decolonization Unit provided substantive support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and to other intergovernmental bodies, including through the preparation of 17 annual working papers on the Non-Self-Governing Territories and other parliamentary documents, 100 per cent of which (biennial target: 100 per cent) were submitted within deadlines, and for a meeting of the Bureau with the Secretary-General in May 2015. The Unit also facilitated communication with administering Powers in the context of the activities of the Special Committee, and Bureau meetings with each of administering Powers in December 2014 and March 2015. Of the four administering

Powers, three attended the annual regional seminar in 2014 and two in 2015, and two participated in the Committee's annual substantive sessions. Ninety-four per cent of working papers (biennial target: 100 per cent) were prepared with the involvement of the four administering Powers, owing to the partial non-compliance of one administering Power with Article 73 *e* of the Charter.

Subprogramme 5
Question of Palestine

(a) Heightened international awareness of the question of Palestine, as well as international support for the rights of the Palestinian people and the peaceful settlement of the question of Palestine through the work of the Division for Palestinian Rights and the Committee on the Exercise of the Inalienable Rights of the Palestinian People

140. The Division for Palestinian Rights facilitated sustained dialogue between Governments, United Nations bodies, intergovernmental organizations and civil society on all aspects of the question of Palestine, as evidenced by the four resolutions (biennial target: 4) adopted by the international community and the 10 international meetings and conferences (biennial target: 8) and two International Days of Solidarity with the Palestinian People (biennial target: 2) held during the biennium. The Division acted as the secretariat for the International Year of Solidarity with the Palestinian People. Cooperation with civil society was further enhanced through the five civil society conferences and consultations organized by the Division (biennial target: 4). The United Nations Information System on the Question of Palestine became one of the most widely used resources on the Internet concerning the question of Palestine. Its website (https://unispal.un.org/DPA/DPR/unispal.nsf/udc.htm) attracted 649,000 users during the biennium (biennial target: 640,000).

Subprogramme 6
Counter-Terrorism Implementation Task Force

(a) Effective implementation of the United Nations Global Counter-Terrorism Strategy

141. The Counter-Terrorism Implementation Task Force expanded from 31 entities in 2013 to 38 in 2015. The Office of the Task Force facilitated the work of nine regular and two ad hoc working groups comprising Task Force entities. The Office also developed, through two inter-agency processes, the Secretary-General's Plan of Action to Prevent Violent Extremism and the capacity-building implementation plan for countering the flow of foreign terrorist fighters, which had been mandated by the Council in its resolution 2178 (2014). The Office organized 35 joint coordination and advocacy activities (biennial target: 22) with 38 Task Force entities and other United Nations players to facilitate the implementation of the United Nations Global Counter-Terrorism Strategy. The number of countries that received coordinated assistance from the United Nations system for the integrated implementation of the Strategy remained three (biennial target: 5), as the Office experienced a staff capacity shortage. Two regional counter-terrorism strategies (for Southern and Central Africa) and a border security initiative for the Sahel and the Horn of Africa were launched in 2015.

(b) Enhanced collaboration among the Member States, the entities of the United Nations system, international and regional organizations and civil society entities for the implementation of the United Nations Global Counter-Terrorism Strategy

142. Three regional workshops (biennial target: 3) on building in-depth knowledge of the Strategy were held during the biennium, in addition to capacity-building workshops and meetings held in, among other countries, Burkina Faso, Gabon, Kazakhstan, Nigeria, Turkmenistan and Zimbabwe. International and regional civil society organizations were engaged in a number of the programmatic activities of the Task Force, including a joint workshop with the North Atlantic Treaty Organization held in Ankara and a media training workshop for local non-governmental organizations and media groups held in Central Asia.

Subprogramme 7
Office of the United Nations Special Coordinator for the Middle East Peace Process

(a) Participants will re-engage in taking parallel steps towards a lasting peace

143. Following the July-August 2014 conflict in the Gaza Strip, the United Nations Special Coordinator for the Middle East Peace Process facilitated an agreement between Israel and the Palestinian Government of national consensus on a temporary mechanism to permit the entry of reconstruction materials into Gaza. In the absence of formal talks between the parties, the Special Coordinator undertook, including through the Middle East Quartet, to establish a framework that would preserve the two-State solution and create conditions that would enable the Israeli and Palestinian leaderships to return to meaningful negotiations. Following the increase in violence in September 2015, the Special Coordinator increased his engagement with the parties to de-escalate tensions. In December 2015, Quartet envoys held meetings in Jerusalem and Ramallah to discuss ways to end the violence and advance the peace process. During the reporting period, the Special Coordinator attended approximately 1,064 external meetings (biennial target: 1,000) and 472 internal meetings.

(b) Mobilization of resources for improving the humanitarian conditions and development needs of the Palestinian people

144. During the biennium, according to the Financial Tracking Service of the Office for the Coordination of Humanitarian Affairs, donors provided $1.44 billion in humanitarian aid, including $855 million for the Humanitarian Strategic Response Plan. In addition, United Nations agencies reported that their estimate for implemented development projects was $1.6 billion during the reporting period, which brought the total level of resources made available for improving the socioeconomic conditions of the Palestinian people to $3.04 billion (biennial target: $2 billion). That progress can be attributed to clear overall strategies for the United Nations Development Assistance Framework and the Humanitarian Strategic Response Plan; area-specific strategies; the close coordination of activities among the United Nations and its key partners; clear advocacy on humanitarian and development priorities; and joint efforts of the United Nations country teams with the Offices of the Resident and Humanitarian Coordinator in organizing four major briefings for key donors.

(c) Coordinated response to the humanitarian and development needs of the Palestinian people and institutions

145. During the reporting period, United Nations agencies supported 15 joint country programmes (biennial target: 15) in providing coordinated responses to the humanitarian and development needs of the Palestinian people and institutions. The Coordination Unit supported joint planning for the reconstruction and recovery of Gaza and supported the Government with the full process of the detailed needs assessment for Gaza, including the drafting of the final report. The Unit also developed the Gaza Reconstruction Mechanism with the Government of Palestine and the Government of Israel to permit the entry of construction materials at the scale required for reconstruction, including for development projects. The Humanitarian Strategic Response Plan was only 52 per cent funded (biennial target: 70 per cent), and, as a result, the United Nations and its partners did not implement all planned humanitarian actions, owing in part to competition over scarce donor funding amid increasing humanitarian needs in the Middle East region.

Subprogramme 8
Peacebuilding Support Office

(a) Efficient functioning of the Peacebuilding Commission in support of post-conflict countries

146. The Peacebuilding Support Office supported the work of the Peacebuilding Commission and serviced meetings of the Chairs Group, the Organizational Committee, the Working Group on Lessons Learned and the country configurations. The Office prepared a total of 274 background documents and reports (biennial target: 227). The increase can be attributed to the improved working methods of the Commission and the increased number of countries and cross-cutting issues under its consideration. Fourteen reports (biennial target: 48) were prepared for the meetings of the Chairs Group. The Chair prioritized meetings with the full membership instead of the Chairs Group, which affected the number of reports. The Office also supported the Commission and its Chairs in the organization of field visits, as evidenced by the 86 background reports prepared during the biennium (biennial target: 78). Twenty-six recommendations (biennial target: 22) from the 2010 review of the United Nations peacebuilding architecture were implemented.

(b) Informed and effective policymaking by the Peacebuilding Commission

147. The Office provided 100 per cent of reports (biennial target: 100 per cent) with in-depth analysis within established deadlines.

(c) Effective mobilization of resources for the Peacebuilding Fund and the efficient allocation to prevent relapse into conflict

148. During the biennium, the Peacebuilding Fund allocated $165.1 million (biennial target: $200 million), comprising $71.5 million to 14 countries in 2015 and $93.6 million to 17 countries in 2014. The Fund received approximately $132 million from donors, with pledges of $53 million, or 53 per cent (biennial target: 100 per cent) of the target of $100 million. This represents the third-lowest level of donor pledges in the 10-year history of the Fund. In terms of decision-making, 95.7 per cent of funding decisions (biennial target: 100 per cent) were made by the Peacebuilding Support Office Appraisal Committee within four weeks of request. Out of the total of 57 projects and eligibility requests received, 92.8 per

cent were approved within 21 business days after submission during the two-year period. As at 31 December 2015, allocations for Peacebuilding Commission countries accounted for 69.8 per cent of total allocations (biennial target: 60 per cent).

(d) *Enhanced efficiency of the United Nations support to national peacebuilding efforts*

149. One hundred per cent of countries on the agenda of the Peacebuilding Commission (biennial target: 100 per cent) developed integrated peacebuilding strategies. Owing to increased demand for training, the number of staff and international and national partners trained in effective peacebuilding practices and tools reached 307 (biennial target: 90). Four formal guidance documents (biennial target: 4) were endorsed by the United Nations Senior Peacebuilding Group. The Group developed its position on the 2015 review of the United Nations peacebuilding architecture (see A/69/553-S/2014/763) and produced an analytical note on the report of the Advisory Group of Experts on the Review of the Peacebuilding Architecture for the co-facilitators of the review. The Group also endorsed the report of the Secretary-General on peacebuilding in the aftermath of conflict (A/69/399-S/2014/694). In addition, the Peacebuilding Support Office coordinated joint inputs from the United Nations system on peace and justice (Sustainable Development Goal 16) for the negotiations on the Sustainable Development Goals.

Subprogramme 9

United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

(a) *Progressive registration of damage claim forms*

150. The Office for the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory completed the intake of damage claims in seven of the nine governorates in the Occupied Palestinian Territories affected by the construction of the Wall. The Office provided technical assistance for the filing of claims in Qalqiliya, Hebron, Jenin, Bethlehem and Jerusalem governorates. During the biennium, 11,521 claims (biennial target: 15,000) and approximately 22,000 supporting documents were collected, bringing the total number of claims collected to 52,055 and the total number of supporting documents to approximately 250,000 in 244 Palestinian communities. The Office processed 8,579 claims (biennial target: 5,000), which were submitted to the Board of the United Nations Register of Damage for review and decision. The Board held eight meetings and reviewed a total of 8,579 claims during the biennium 2014-2015 (biennial target: 5,000). Since its inception, the Board has made decisions on 20,459 claims processed by the Office.

(b) *Increased public awareness of the affected Palestinian natural and legal persons about the possibility of and requirements for filing claim forms*

151. The Office continued to carry out an extensive public outreach campaign during the biennium, with a particular focus on 226,023 Palestinians (biennial target: 250,000) from four governorates (Hebron, Jenin, Bethlehem and Jerusalem) and their 51 communities (biennial target: 60), thus bringing the total number of persons included in its outreach since its inception to 946,285, from 244 communities in nine governorates (Tubas, Jenin, Tulkarm, Qalqiliya, Salfit, Ramallah, Hebron, Bethlehem and Jerusalem).

Subprogramme 10
United Nations Office to the African Union

(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

152. The Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security and corresponding workplans in the areas of early warning, joint analysis, conflict prevention, peace operations and peacebuilding were adopted in 2014. Harmonized positions were reached in Burkina Faso, Burundi and Somalia. The 2014 workplan on peace, security, democracy and governance facilitated elections, strengthened constitutionalism and the rule of law and conflict prevention, management and resolution, and enhanced joint capacity for political analysis. The Panel of the Wise adopted its workplan and undertook related activities in 2014 and 2015. Continental strategies on security sector reform and disarmament, demobilization and reintegration were implemented and completed during the biennium. The United Nations-African Union Joint Task Force on Peace and Security met twice annually on strategic issues of mutual concern. UNOAU continued to participate in all partner coordination meetings, including an annual coordination retreat. The Office co-chaired the Peace and Security Cluster and, with the Peace and Security Department of the African Union, developed and adopted the Joint United Nations-African Union Framework and corresponding coordinated workplans to undertake joint collaboration to address threats to security in Africa at all stages of the conflict cycle. The implementation of the Framework and the workplans is ongoing.

(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

153. With technical and planning support from UNOAU, the African Union continued to undertake measures to achieve the rapid establishment and deployment of peacekeeping operations. The Office contributed, for example, to the development and review of the concept of operations of AMISOM. With a view to the operationalization of the African Standby Force, the Office collaborated on the development of key policy and guiding documents, notably the African Standby Force vision document, the civilian component administrative directive and supporting standard operating procedures. The Office contributed significantly to the realization of Amani Africa cycles I and II, which constituted key milestones towards the full operational capability of the Force. With support provided by the Office, those cycles culminated in the successful Amani II field training exercise held in South Africa in 2015. Several elements of road map II were postponed until 2016, and the strengthening of the Force will continue as an ongoing endeavour. Training of the African Union Commission on the civilian roster and its tools took place in 2015. The Office also contributed to the development of, inter alia, the Continental Logistics Base of the Standby Force, the African Union Mission Start-up Guide, the African Union policy framework on security sector reform and the African Union disarmament, demobilization and reintegration capacity-building programme.

Section 4
Disarmament

Highlights of programme results

The Office for Disarmament Affairs continued to ensure the timely delivery of its mandates and the efficient coordination of activities among its five branches; the three United Nations regional centres for peace and disarmament, located in Nepal, Peru and Togo; and its Vienna office. The entry into force of the Arms Trade Treaty on 24 December 2014 was an important achievement for the programme, marking a turning point in the efforts of the international community to regulate the global trade in conventional arms. The Fifth Biennial Meeting of States to Consider the Implementation of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects (held in New York from 16 to 20 June 2014) concluded with the adoption by consensus of a substantive outcome document, which highlighted the importance of improving the stockpile management of small arms and light weapons, particularly in conflict and post-conflict situations. The third session of the Preparatory Committee for the 2015 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons adopted a final report, which included agreement on procedural issues, thereby enabling the Review Conference (held in New York from 27 April to 22 May 2015) to proceed with addressing substantive issues related to the Treaty. The Office also provided support for the two preparatory meetings for and the First Review Conference of the Convention on Cluster Munitions (held in Dubrovnik from 7 to 11 September 2015).

Challenges and lessons learned

Some of the challenges and limitations faced by the programme were political in nature, as the success of the Office's efforts to promote disarmament issues ultimately depends on the actions and the commitment of Member States. Although the Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons was held in May 2015, States parties were unable to reach agreement on the substantive part of the draft final document despite intensive consultations, owing to continuing considerable differences on disarmament and implementation with respect to a Middle East zone free of nuclear and other weapons of mass destruction. Despite continuing efforts by the Office to encourage Governments to nominate women candidates for meetings and expert groups, achieving balanced gender representation at disarmament meetings remained challenging.

154. The above-cited results are based on the implementation of 89 per cent of 1,873 mandated, quantifiable outputs, which represents an improvement compared with the implementation rate of 79 per cent in the previous biennium. Main factors affecting the implementation rate of mandated, quantifiable outputs are explained in

Subprogramme 1
Multilateral negotiations on arms limitation and disarmament

(a) Effective support to negotiations in the Conference on Disarmament and in conferences and meetings of States parties to various multilateral agreements on disarmament, arms limitation and non-proliferation in all its aspects, at the organizational, procedural and substantive levels

160. The Conference on Disarmament Secretariat and Conference Support Branch continued to provide substantive and organizational support to the Conference on Disarmament and for meetings of multilateral arrangements. The appreciation of States acknowledging the effectiveness of the substantive and procedural support provided was verbally communicated to the Conference, the Secretary-General, the Deputy Secretary-General and the staff of the Secretariat and is reflected in the verbatim records of the Conference and in statements made by States and/or other written communications received. At least 85 per cent of Conference members (biennial target: 85 per cent) provided positive feedback. Similarly, written and oral feedback received from States parties to multilateral arms control and disarmament treaties and/or written and oral feedback from their Presidents was positive, and was received by an average of 85 per cent of the States parties to such treaties (biennial target: 85 per cent).

(b) Effective support to timely implementation of decisions, recommendations and programmes of action adopted by conferences and meetings of States parties to various multilateral disarmament, arms control and non-proliferation agreements

161. The Branch continued to work with States parties to enable them to comply with their reporting obligations under the various multilateral instruments. However, there was an overall stall in the reporting compliance of States with the various treaty regimes across the subject matters serviced by the Branch. As at 31 December 2015, the average reporting rate stood at 52 per cent (biennial target: 75 per cent). The quantity of information provided by States parties for populating the databases mandated under multilateral disarmament agreements reached 72 per cent (biennial target: 72 per cent), owing to the ongoing outreach efforts of the Branch. The number of page views of the website established and maintained by the Branch reached 2,334 visits a day (biennial target: 160), owing to improvements in the website's content and the efforts of the Branch to increase the awareness of Member States.

(c) Enhanced expertise of Member States in the field of disarmament and non-proliferation, including through the United Nations disarmament fellowship, training and advisory services programme, as well as improved gender balance in the participation in the programme

162. The United Nations Disarmament Fellowship, Training and Advisory Services Programme continued to attract considerable interest among developing countries, as evidenced by the fact that 87 per cent of requests received to participate in the fellowship were from developing countries (biennial target: 87 per cent). The value of the Programme remained appreciated by Member States. Eighty-seven alumni (biennial target: 87) assumed disarmament-related positions in United Nations bodies and at meetings and conferences. As of the end of 2015, the number of female participants in the Programme had reached 56 per cent (biennial target: 52 per cent). The structure and substance of the Programme was updated to make it

paragraph 70 above. The number of additional outputs implemented at the initiative of the Secretariat increased from 12 in 2012-2013 to 61 in 2014-2015.

155. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 4) and Corr.1).

Executive direction and management

(a) Programme of work is effectively managed

156. The Office for Disarmament Affairs effectively managed available human and financial resources and coordinated the work carried out by its branches and regional centres to ensure the timely delivery of programmed outputs. In addition, the Office provided political advice and analysis to the Secretary-General on issues related to disarmament and non-proliferation and peace and security. The Office delivered 89 per cent of its mandated, quantifiable outputs (biennial target: 98 per cent) on or before the deadlines. The preparation of the proposed programme budget for the biennium 2016-2017 and the strategic framework for the biennium 2018-2019 were undertaken in a timely manner. As at 31 December 2015, the budget utilization rate represented 97 per cent of the total funds for the biennium.

(b) Increased timeliness of submission of documentation

157. One hundred per cent of pre-session documentation (biennial target: 100 per cent) was submitted within the required deadlines. All necessary documentation for other meetings organized by the Office was also finalized in a timely manner.

(c) Identification of emerging issues that require attention by Member States

158. During the biennium, there were approximately 413 occasions (biennial target: 100 occasions) on which representatives of Member States, international institutions and non-governmental organizations met with the High Representative for Disarmament Affairs. Discussions were focused on multilateral efforts in the area of disarmament and non-proliferation, including international disarmament agreements, outer space, weapons of mass destruction, terrorism, small arms, nuclear-weapon-free zones and regional centres for peace and disarmament, among other topics. Furthermore, the High Representative gave 54 interviews to advance the disarmament agenda.

(d) Enhanced policy coherence in the management of the disarmament activities of the United Nations

159. The Office undertook 220 activities in collaboration with other entities (biennial target: 125), ranging from meetings, workshops, exhibits and publications to the destruction of weapons, the training of law enforcement officials and the development of project proposals. A number of important highlights, including the adoption of the Arms Trade Treaty and the tenth anniversary of the adoption of Security Council resolution 1540 (2004), contributed to a significant increase in related activities and events.

more responsive to contemporary developments in the area of arms control and disarmament. For example, three-day study visits to Kazakhstan and to the United States were added in 2015.

Subprogramme 2
Weapons of mass destruction

(a) Effective and enhanced facilitation of the process of negotiations, deliberations and consensus-building on disarmament and non-proliferation in all its aspects, delivery systems and outer space, and issues of universality of international instruments dealing with weapons of mass destruction, in particular nuclear weapons, by Member States and States parties at their request

163. The Weapons of Mass Destruction Branch provided substantive, organizational and administrative support for conferences and meetings, including the 2015 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons and the third session of its Preparatory Committee, as well as the 2014 and 2015 sessions of the Disarmament Commission. The Branch registered 100 per cent satisfaction of States parties (biennial target: 100 per cent) with the quality and timeliness of the organization of those conferences and meetings and with the substantive services provided. The Branch continued to follow up on the outcome of the 2010 Review Conference, in particular by providing substantive support for the preparations for the Conference with regard to the establishment of a Middle East zone free of nuclear weapons and all other weapons of mass destruction. The Branch received 20 formal requests (biennial target: 16) in support of the implementation of various disarmament efforts.

(b) Enhanced knowledge, understanding and multilateral cooperation within the existing mandates, as well as ability to respond to challenges relating to weapons of mass destruction, in particular nuclear weapons, as well as biological and chemical weapons, including the acquisition and use of weapons of mass destruction by non-State actors

164. The Branch provided support to the Security Council Committee established pursuant to Security Council resolution 1540 (2004) and carried out a total of 54 activities related to the implementation of the resolution. The Branch received 12 requests (biennial target: 16) from Member States and international and regional organizations on issues related to the work of the Branch and 12 requests (biennial target: 10) for the provision of support related to capacity-building in the area of disarmament and non-proliferation of weapons of mass destruction. The number of page views of the Branch's website reached 32,000 per month (biennial target: 27,500).

Subprogramme 3
Conventional arms (including practical disarmament measures)

(a) Effective facilitation of implementation by Member States of the 2001 Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects using available tools within the agreed mandate

165. The Conventional Arms Branch provided support for the Fifth Biennial Meeting of States to Consider the Implementation of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons

in All Its Aspects, held in June 2014, and the Second Open-ended Meeting of Governmental Experts on the Implementation of the Programme of Action, held in June 2015. Those meetings addressed the implications of recent developments in the manufacturing of small arms and light weapons and in technology and design for effective marking, record-keeping and tracing. The Branch registered 100 per cent satisfaction of Member States (biennial target: 100 per cent) with the quality and timeliness of the organizational and substantive services provided.

(b) Effective assistance to Member States in following up on the 2012 arms trade treaty process

166. The Branch organized briefings, workshops and other events to promote the Arms Trade Treaty, thus contributing to its entry into force on 24 December 2014. It also assisted in the preparations for the First Conference of States Parties to the Arms Trade Treaty, held in August 2015. The Branch registered 100 per cent satisfaction of Member States (biennial target: 100 per cent) with the quality and timeliness of the organizational and substantive services provided. In addition, with financial support from voluntary contributions, the Branch developed an Arms Trade Treaty implementation toolkit to assist States in the implementation of the Treaty.

(c) Effective facilitation of the participation by Member States in the United Nations instruments on confidence-building measures in military and security matters

167. The Branch continued to facilitate participation by Member States in the two main United Nations instruments on confidence-building measures: the Register of Conventional Arms and the United Nations Report on Military Expenditures. The Branch also developed video tutorials on the use of online reporting tools for the Register and the Report. During the biennium, an average of 56 States submitted reports to the Register, fewer than half of the number achieved in 2002, when 126 submissions were received. Similarly, an average of 57 States submitted reports to the Report in 2014-2015, compared with 81 in 2013. Those issues, together with, among others, the increased workload and mounting reporting burden of Member States, the complexity of some reporting templates developed by Member States, the lack of capacity in some Member States to compile and file reports and the lack of information about the instruments, will be addressed during the next biennium by the groups of governmental experts on the Register and the Report. Member States that received technical assistance expressed 100 per cent satisfaction (biennial target: 100 per cent) with the quality and timeliness of the services provided.

Subprogramme 4
Information and outreach

(a) Increased utilization and improved access to information and education materials of the Office for Disarmament Affairs

168. The Information and Outreach Branch provided substantive and administrative support to the Advisory Board on Disarmament Matters and the Group of Governmental Experts on Developments in the Field of Information and Telecommunications in the Context of International Security. The Branch also promoted global norms of disarmament through its website, publications, partnerships, events and reference materials. The website (http://www.un.org/

disarmament/) registered 348,539 visits per year (biennial target: 140,000). The mobile-ready Disarmament Education website (http://www.un.org/disarmament/education) was redesigned in the six official languages in May 2015. The Branch also launched the web-based United Nations Poster for Peace Contest in November 2015 to inspire citizens of all ages across the globe to add their voices to the quest for a world free of nuclear weapons. The Branch published, inter alia, volumes 38 (2013) and 39 (2014) of the *United Nations Disarmament Yearbook* and occasional papers of the Office for Disarmament Affairs. The percentage of users indicating the usefulness of disarmament materials increased by 5 per cent (biennial target: 5 per cent).

(b) Timely access to factual and objective information by end users through print and electronic means regarding various aspects of disarmament

169. The Branch continued to update the website of the Office (http://www.un.org/disarmament/) on a regular basis with objective, impartial and up-to-date information on multilateral disarmament issues and activities, the calendar of events and meetings. The percentage of information materials made available within the prescribed deadlines increased by 10 per cent (biennial target: 10 per cent). The informational materials disseminated on the website during the biennium included 60 news updates as part of its "UNODA Update" series; more than 400 "Spotlight" pieces; new publications; new ratifications of and signatories to disarmament treaties; and updates to 35 fact sheets on disarmament issues. Event announcements were electronically distributed in the form of e-flyers to more than 5,000 recipients, while the daily *Disarmament News Digest* was circulated to more than 500 recipients.

Subprogramme 5
Regional disarmament

(a) Effective facilitation of regional cooperation, coordination and collaboration among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security

170. The Regional Disarmament Branch and its regional centres undertook more than 140 capacity-building activities (biennial target: 22) to promote regional cooperation among States and regional and subregional organizations on matters related to disarmament, non-proliferation, arms control and regional peace and security. The increased number of activities was made possible by the extrabudgetary funding available by donor Governments during the biennium. The United Nations Regional Centre for Peace and Disarmament in Africa undertook regional and national meetings to promote reporting by English-, French- and Portuguese-speaking African States to the Security Council Committee established pursuant to resolution 1540 (2004) related to the non-proliferation of nuclear, chemical and biological weapons. The United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific hosted its annual United Nations-Republic of Korea Joint Conference on Disarmament and Non-Proliferation Issues and co-organized, with the Government of Japan, the twenty-fifth United Nations Conference on Disarmament Issues in Japan. The United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean provided a technical assistance programme for States on small arms and light weapons control through improved stockpile management, the marking and tracing

of arms and weapons destruction procedures. The satisfaction rate of participants in those activities was registered at 72 per cent (biennial target: 70 per cent).

(b) Greater cooperation, within each region and subregion, between the Office for Disarmament Affairs and States and international, regional and subregional organizations, in the areas of disarmament and non-proliferation in all its aspects as well as regional and international peace and security

171. The United Nations regional centres for peace and disarmament continued to collaborate closely with a number of regional and subregional organizations, including but not limited to the African Union; the Organization of American States; the Association of Southeast Asian Nations (ASEAN); the Caribbean Community; the Pacific Islands Forum; the Economic Community of West African States (ECOWAS); the Economic Community of Central African States (ECCAS); the Regional Centre on Small Arms and Light Weapons in the Great Lakes Region, the Horn of Africa and Bordering States; and the International Criminal Police Organization. The regional centres for peace and disarmament received seven requests for technical assistance from Member States and regional and subregional organizations (biennial target: 3). Cooperation with regional and subregional organizations allowed the activities of the regional centres to benefit from a multiplier effect, pooling resources, building effective partnerships and synergies, information-sharing and ensuring regional buy-in and contribution to international processes. According to feedback collected through questionnaires, the participants in events organized by the regional centres were 70 per cent satisfied on average with the quality and timeliness of the organizational and substantive services provided (biennial target: 70 per cent).

(c) Enhanced capacity of national, subregional and regional entities to implement measures related to disarmament and non-proliferation in all its aspects as well as regional and international peace and security measures

172. The regional centres carried out, at the request of Member States, 147 actions (biennial target: 109) to provide assistance to national officials and representatives of regional organizations in implementing measures related to disarmament and non-proliferation. For example, the United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific, in collaboration with the Government of Nepal, provided peace and disarmament education assistance in Nepal that reached some 500,000 schoolchildren, half of whom were female. Assistance provided by the United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean resulted in the destruction of more than 50,000 weapons and more than 62 tons of ammunition. The Centre trained 300 national officials and contributed to the upgrading of 120 stockpile facilities. The United Nations Regional Centre for Peace and Disarmament in Africa undertook training and capacity-building activities in Mali for more than 400 security sector forces and government officials on combating the illicit trafficking in small arms and light weapons and for more than 150 government officials on the implementation of Security Council resolution 1540 (2004).

Section 5
Peacekeeping operations

Highlights of programme results

The Department of Peacekeeping Operations provided strategic direction and day-to-day operational guidance to 16 field operations. The Department of Field Support provided administrative and logistical support to those field operations, 12 special political missions and AMISOM. Key achievements of the programme included: (a) in Mali, support for the efforts of MINUSMA to facilitate the signing and implementation of the Agreement on Peace and Reconciliation in Mali, promote political dialogue and stabilize the security situation, in particular in the north; (b) in the Central African Republic, effective guidance for MINUSCA on its technical and political support for the Transitional Government, the electoral process and the stabilization of the security situation; (c) in the Democratic Republic of the Congo, support for the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region, the restoration of State authority and the protection of civilians; (d) in South Sudan, support for the efforts of the United Nations Mission in South Sudan (UNMISS) to protect civilians and to assist the parties and regional actors in the implementation of the Agreement on the Resolution of the Conflict in the Republic of South Sudan; (e) in the Middle East, support for the efforts of UNDOF, UNIFIL and UNTSO to contain and avert a regionalization of the crisis in the Syrian Arab Republic; (f) strengthened triangular cooperation with the Security Council and troop- and police-contributing countries; (g) strengthened partnership with and support for the African Union, particularly in Darfur, Mali and Somalia; and (h) reinforced collaboration with the European Union to support United Nations peacekeeping deployments, in particular in the Central African Republic and Mali.

Challenges and lessons learned

The most significant challenges included continuing political support for the Security Council in the implementation of mandates; the provision by Member States of resources and capabilities required for the implementation of mandates; the political will of the parties to conflict; managing relations with host countries; support for regional actors and Member States in the implementation of peacekeeping mandates; donor commitment to key peacekeeping activities; and the inadequacy of organizational rules and regulations for mission start-ups. To overcome those challenges, a number of initiatives were advanced to increase the effectiveness and efficiency of peacekeeping operations such as the Uniformed Capabilities Development Steering Group, the Expert Panel on Technology and Innovation in United Nations Peacekeeping and the action plan for the implementation of the recommendations of the High-level Independent Panel on Peace Operations to adapt and reinvigorate the Secretariat's approach to peace operations.

173. The above-cited results are based on the implementation of 98 per cent of 1,116 mandated, quantifiable outputs, compared with 95 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat increased from two in 2012-2013 to seven in 2014-2015.

174. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 5) and Corr.1).

A. Peacekeeping operations

1. Department of Peacekeeping Operations

Executive direction and management

(a) Programme of work is effectively managed

175. The Department continued to make progress in the implementation of Security Council and General Assembly mandates. United Nations peacekeeping remains a dynamic and essential element of the international community's response to international threats to peace and security. It has unique strengths, in particular its ability to deploy and sustain troops and police from around the globe and to integrate them, with civilian peacekeepers, to advance multidimensional mandates. The Department delivered 98 per cent of its mandated, quantifiable outputs (biennial target: 100 per cent) on or before the deadline.

(b) Strengthened strategic and operational direction, planning, deployment and transition of United Nations peacekeeping operations and special political missions led by the Department of Peacekeeping Operations

176. The Department strengthened the strategic and operational direction, planning, deployment and transition of its operations. A number of systemic initiatives were advanced to increase the effectiveness and efficiency of peacekeeping operations. Under the guidance of the Department of Peacekeeping Operations/Department of Field Support Uniformed Capabilities Development Steering Group, eight projects were started to advance the strategic capability development agenda and enhance the capabilities of uniformed peacekeepers. The Department began the implementation of the recommendations of the Expert Panel on Technology and Innovation in United Nations Peacekeeping to leverage the power of technology as a strategic enabler and to enhance peacekeeping performance in challenging operating environments. While all planning processes were completed in line with Security Council substantive and time requirements, there is a continuing need to achieve rapid deployment in mission start-up or surge settings. One hundred per cent of major benchmarks (biennial target: 90 per cent) were defined and met for all operations and missions led by the Department of Peacekeeping Operations.

(c) Shared understanding among the Secretariat, Member States and other stakeholders of the future direction of United Nations peacekeeping and for individual operations

177. The Department continued to identify the challenges, opportunities and priorities for individual operations and for peacekeeping as a whole and to develop approaches to meeting those challenges and explaining them to external actors. The

Department promoted, to the extent possible, unity of position among Member States regarding political processes and operations. The Department conducted strategic reviews of eight missions (MINUSMA, MINUSTAH, MONUSCO, UNAMID, UNISFA, UNMIL, UNMISS and UNOCI), as well as a number of technical assessments aimed at adapting and right-sizing missions in line with changing circumstances and new mandates. During the reporting period, the Office for the Peacekeeping Strategic Partnership conducted reviews of MINUSCA, MINUSMA, MINUSTAH, MONUSCO, UNAMID, UNISFA and UNMISS and made recommendations on mission-specific systemic issues to support the efficiency and effectiveness of field uniformed personnel. One hundred per cent of performance measures/targets related to the implementation of reform agendas during the reporting period (biennial target: 85 per cent) were achieved.

Subprogramme 1
Operations

(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decision-making on issues relating to peacekeeping

178. One hundred per cent of reports of the Secretary-General (biennial target: 100 per cent) submitted to the Security Council reflected briefings with troop-contributing countries and members of the Security Council. Briefings were provided to the Council and the Special Committee on Peacekeeping Operations. The recommendations of the Fifth Committee, the Advisory Committee on Administrative and Budgetary Questions, the Committee on Contributions and the Board of Auditors were addressed. The Office of Operations provided advice on current and potential peacekeeping operations, mandate implementation, integration and operational needs to Permanent Missions to the United Nations, regional and subregional intergovernmental and non-governmental organizations and the media. During the reporting period, all recommendations aimed at new or significant adjustments to peacekeeping operations were incorporated into resolutions of the Security Council (biennial target: 100 per cent).

(b) Effectively and efficiently managed peacekeeping operations

179. The Office provided guidance to a total of 16 peacekeeping operations (biennial target: 16) and 1 special political mission, ensuring an integrated United Nations approach to peace consolidation. All mission planning processes were completed in line with the substantive and time requirements of the Security Council (biennial target: 100 per cent). Those planning processes included the deployment of MINUSMA and MINUSCA (including the rehatting of the African-led International Support Mission in the Central African Republic); the reconfiguration, transformation and mandate implementation of MONUSCO; the realignment of UNMISS with a reprioritized mandate; the consolidation of MINUSTAH; the reprioritization and streamlining of UNAMID; the reconfiguration and drawdown of UNOCI and UNMIL (which was suspended owing to the Ebola crisis); transition planning for UNFICYP; and the conduct of the joint African Union-United Nations mission to review benchmarks for the eventual deployment of a peacekeeping mission in Somalia.

Subprogramme 2
Military

(a) *Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates*

180. The Office of Military Affairs drafted 11 military plans related to concepts of operations or rules of engagement. The Office needed approximately seven days (biennial target: 7) to prepare military plans from the date of the adoption of a Security Council resolution. The Office deployed a military staff support team for the start-up of MINUSCA and to the OHCHR Independent International Commission of Inquiry for the Syrian Arab Republic, and maintained the capacity to deploy up to 14 seconded military officers to support a new mission or a surge for up to 90 days. As at 30 November 2015, 1,824 United Nations military experts on mission (88 of whom were female) and 92,620 military contingent personnel (2,863 of whom were female) were deployed. As at 31 December 2015, 29 Member States had formally registered their pledges. The Office prepared formal requests to Member States for pledges to start force generation within five days of the completion of planning documents (biennial target: 5).

(b) *Increased efficiency and effectiveness of the military components of peacekeeping operations*

181. The Office processed a total of 259 recommendations on military operational matters, contained in the end-of-assignment reports of heads of military components, operational advisory, predeployment and assessment visit reports and military capability studies, 244 of which (94 per cent) were implemented (biennial target: 100 per cent). The Office translated the United Nations Infantry Battalion Manual into French (in January 2015) and developed a comprehensive report on the military capability gap (in February 2015), the United Nations Force Headquarters Handbook (in November 2015), the Operational Readiness Assurance and Performance Improvement Policy (in December 2015) and 11 United Nations Military Unit Manuals. In addition, the Office held three regional workshops on the implementation of the United Nations Military Unit Manuals and delivered two presentations on the Operational Readiness Assurance Framework.

Subprogramme 3
Rule of law and security institutions

(a) *More timely deployment and establishment of the rule of law and security components of peacekeeping operations in response to Security Council mandates*

182. Standing Police Capacity personnel were deployed to MINUSCA within 28 days (biennial target: 30) of the adoption of Security Council resolution 2149 (2014). In addition, Justice and Corrections Standing Capacity personnel were deployed to MINUSMA, MINUSCA, MONUSCO, UNOCI, MINUSTAH and UNISFA within 45 days of the adoption of the relevant Security Council resolutions. Mine action personnel were deployed to MINUSCA within 30 days (biennial target: 15). Security sector reform personnel were deployed to MINUSMA and MINUSCA within 30 days.

(b) *Increased efficiency and effectiveness of the rule of law and security components of peacekeeping operations*

183. Police, justice and corrections, mine action and disarmament, demobilization and reintegration components were reflected in the integrated plans for five missions (MINUSMA, MINUSCA, UNAMID, UNMISS and UNOCI) (biennial target: 5). A security sector reform component was reflected in the integrated plans for two missions (MINUSMA and UNOCI). Concepts of operations and other integrated plans for police and other rule of law and security-related components were reviewed on the basis of mandate adjustments and contextual changes in mission areas. Personnel of rule of law and security institutions were deployed to 13 countries (biennial target: 13). Concepts of operations for the police components of UNFICYP, the United Nations Integrated Peacebuilding Office in Guinea-Bissau, MINUSCA, UNMIL and UNMISS were developed and finalized. In addition, operational directives in lieu of concepts of operations were provided for technical reasons for MONUSCO (relocation to the eastern part of the Democratic Republic of the Congo in September 2014) and UNMIL (Ebola response in 2014).

(c) *Increased awareness and understanding of the dangers of landmines and explosive remnants of war in affected countries*

184. The United Nations Mine Action Service increesed awareness and understanding of the dangers of landmines and explosive hazards through its *Annual Report 2014*, social media, web-based tools such as its Landmine and Explosive Remnants of War Safety application and statements delivered at world press and international events. In addition, the Service commemorated the International Day for Mine Awareness and Assistance in Mine Action (4 May) by organizing panel discussions, exhibits, films and press events. The Landmine Monitor reported a global total of 3,678 casualties resulting from landmines and explosive remnants of war in 2014 (biennial target: 3,500), a 12 per cent increase compared with the total of 3,308 in 2013. The advocacy efforts of the Service reached a diverse, global audience, generating greater awareness of the threats posed by landmines and other explosives in conflict-affected countries.

Subprogramme 4
Policy, evaluation and training

(a) *Provision and distribution of timely policy guidance, standard operating procedures and training standards and tools that are consistent with United Nations principles and reflect lessons learned*

185. The Policy, Evaluation and Training Division uploaded 25,000 documents related to policy and guidance, knowledge-sharing, lessons learned and best practices (biennial target: 25,000) to its electronic databases. All peacekeeping training standards developed (biennial target: 100 per cent) were made available to Member States, field operations, regional partners and training institutions to support predeployment, induction and ongoing training. An Internet-based resource hub (http://ppdb.un.org/Nav%20Pages/PolicyFramework_Default.aspx) was operationalized during the reporting period, enabling Member States and partner institutions to access peacekeeping guidance and training materials easily from anywhere in the world.

2. Department of Field Support

Executive direction and management

(a) Programme of work is effectively managed

186. The Department of Field Support continued to monitor and evaluate the timely delivery of its services. Ninety-eight per cent of outputs (biennial target: 100 per cent) were delivered on or before the deadline. Over the past two decades, United Nations peacekeeping has proved to be flexible and has been deployed in many configurations. Success is never guaranteed, because peacekeeping activities are often undertaken in the most physically and politically difficult environments. Field operations face serious challenges in many areas. Yet peacekeeping has proved to be one of the most effective tools available to assist host countries in navigating the difficult path from conflict to peace.

(b) Effective and efficient support and technical guidance on Department of Field Support-mandated support activities to field operations as well as to intergovernmental bodies, Member States and troop- and police-contributing countries

187. The Department continued to effectively deliver the full range of administrative and logistical support to all peacekeeping operations and special political missions, and to directly support AMISOM. One hundred per cent of major benchmarks (biennial target: 100 per cent) were met for all operations and missions supported by the Department. Concrete achievements were accomplished in the implementation of the global field support strategy. For example, shared services created economies of scale, with more than 70 per cent of authorized personnel receiving support from a remote service provider. Support structures grew leaner as the number of authorized support posts per 1,000 authorized mission personnel declined 16 per cent, driven by the abolishment of more than 1,600 support posts, while the number of authorized uniformed personnel grew about 12 per cent (calculations are based on approved budgets and staffing tables for the period 2010-2011 to 2014-2015, excluding the United Nations Support Office for the African Union Mission in Somalia (UNSOA)).

(c) Shared understanding among the Secretariat, Member States and other stakeholders of the future direction of United Nations peacekeeping and of individual operations

188. The principles and tools of the global field support strategy have been utilized in recent mission deployments, including that of MINUSCA, and at dynamic missions such as UNMISS, MINUSMA, UNSOA and MONUSCO to meet new requirements. In addition to providing a framework for reforms in the area of field service delivery, the strategy is resulting in concrete savings and efficiencies. During the reporting period, full benefits and performance reporting were provided to the General Assembly through the fourth and fifth progress reports of the Secretary-General on the implementation of the global field support strategy (A/68/637 and Corr.1 and A/69/651), as well as through dedicated global field support strategy annexes to the 2014 and 2015 reports of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations (A/68/731 and A/69/751). One hundred per cent of performance measures and

targets related to the implementation of the strategy were achieved in 2014-2015 (biennial target: 100 per cent).

Subprogramme 5
Field administrative support

(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

189. As of August 2015, eight peace operations were within or below their respective target incumbency rate ranges for international posts: MINURSO, UNDOF, UNMIL, UNMOGIP, the Office of the United Nations Special Coordinator for the Middle East Peace Process, the Office of the United Nations Special Coordinator for Lebanon, UNSMIL and UNTSO. No other missions were able to achieve their budgeted incumbency rates. As of August 2015, the overall incumbency rate for international staff stood at 82 per cent (biennial target: 84.5 per cent). Owing to delays caused by significant changes to human resource information technology systems used at field missions, the latest data available were those as at 31 August 2015.

(b) Increased efficiency and effectiveness of peacekeeping operations

190. Challenges continued to persist with regard to the recruitment and retention of women at field operations, particularly at senior levels. As of August 2015, the percentage of international female staff serving at peacekeeping operations had reached 28.9 per cent (biennial target: 31 per cent). In February 2014, seeking to increase the number of women at senior levels at field missions, the Field Personnel Division launched the senior women talent pipeline initiative. That project followed the recommendations of the study entitled "Bridging the civilian gender gap in peace operations", carried out jointly by the Department of Peacekeeping Operations, the Department of Field Support and the Department of Political Affairs in 2013. The initiative was launched to increase the number of women applying for and appointed to senior-level positions (D-1 and D-2) at peacekeeping and special political missions. From the 2,000 applications received, 129 women were recommended by an expert review group for inclusion in the pipeline initiative, while eight were selected for positions at the P-5, D-1, D-2 and Assistant Secretary-General levels. The Department of Field Support maintained a three-month average processing time frame (biennial target: 3) (from the receipt of the mission-certified claim to its approval by the Department) for contingent-owned equipment claims during the biennium 2014-2015.

(c) More timely reporting of allegations of misconduct

191. The Division assessed the timeliness of the reporting of allegations of misconduct. As at 31 December 2015, all allegations of serious misconduct had been recorded by peacekeeping operations in the Misconduct Tracking System within seven days of receipt (biennial target: 7). In the very few instances in which recording had been slightly delayed, clear reasons were given by missions. Similarly, such allegations were referred for investigation within three days (biennial target: 3).

Subprogramme 6
Integrated support services

(a) Reduction of the time required to plan, rapidly deploy and establish peacekeeping and other United Nations field missions in response to Security Council mandates

192. Logistics equipment and assets capable of supporting start-up teams and initial troop or police deployments were deployed within 90 days of Security Council mandates (biennial target: 90). The Information and Communications Technology Division improved its rapid deployment capability, delivering its data and video communications services at field missions within 20 hours of the arrival of equipment and personnel (biennial target: 20).

(b) Increased efficiency and effectiveness of peacekeeping operations and special political missions supported by the Department of Field Support

193. The Information and Communications Technology Division provided all missions with a wide area network, which was functioning 99.8 per cent of the time (biennial target: 99.8 per cent). Systems contracts in all categories of peacekeeping support remained valid and active 365 days of the year (biennial target: 365).

B. Peacekeeping missions

1. United Nations Truce Supervision Organization

(a) The Security Council is informed in a timely manner of non-compliance with its resolutions

194. UNTSO continued to report directly to United Nations Headquarters on regional political, military and security developments within and among the original parties to the Arab-Israeli conflict. Observer Group Lebanon and Observer Group Golan continued to report on their operational activities directly to UNIFIL and UNDOF. The regional liaison function, supported by liaison offices in Egypt, Lebanon, the Syrian Arab Republic and Jerusalem for Israel and Jordan, provided timely and relevant information and analysis and contributed to the situational awareness of the Department and peacekeeping missions in the Middle East. The integration of Observer Group Lebanon and UNIFIL was enhanced, notably in the area of joint investigations of Blue Line violations. Following the temporary relocation of most UNDOF troops from the Bravo side, the role of Observer Group Golan was adjusted to optimize the activities of military observers. UNTSO achieved a 100 per cent compliance rate with respect to the timely submission of observation reports, through UNIFIL and UNDOF, to the Secretary-General (biennial target: 100 per cent).

2. United Nations Military Observer Group in India and Pakistan

(a) The presence of United Nations military observers in established field stations on both sides of the line of control to monitor ceasefire violations

195. UNMOGIP deployed military observers at seven established field stations in Pakistan-administered Kashmir and Punjab in Pakistan, and at three field stations in India-administered Kashmir, to monitor the ceasefire along the line of control. UNMOGIP operations in India-administered Kashmir continued to be limited to administrative movements and communications owing to the long-standing formal

position of non-recognition of the Mission's mandate by the host Government. In addition, UNMOGIP faced difficulties in ensuring a sustained presence in India-administered Kashmir owing to delays in the issuance of visas. A total of 184 complaints submitted by the Pakistani army regarding alleged ceasefire violations were investigated by UNMOGIP. The Indian army does not submit alleged ceasefire violation complaints to the mission. The reports on and summaries of all carried-out investigations (biennial target: 100 per cent) were shared in a timely manner with United Nations Headquarters and the two parties, respectively.

(b) Effective, efficient patrolling, inspection and investigation of ceasefire violations

196. UNMOGIP carried out 4,099 unimpeded operational tasks (biennial target: 5,000), comprising 184 investigations, 2,871 area reconnaissance missions, 684 observation posts and 360 field trips. All operational activities were carried out in Pakistan-administered Kashmir. One hundred per cent of complaints regarding alleged ceasefire and airspace violations were investigated (biennial target: 100 per cent).

Section 6
Peaceful uses of outer space

Highlights of programme results

The United Nations Office for Outer Space Affairs continued to promote international cooperation in outer space for economic, social and scientific development. Active support provided to Member States with regard to the registration of space objects resulted in the submission by five States of notifications on the establishment of their national registries. Two ratifications and one declaration were received with respect to the outer space treaties. A sixth Regional Centre for Space Science and Technology Education, for Asia and the Pacific, was established. Nine capacity-building activities were held in eight countries for more than 750 professionals in the fields of basic space science, basic space technology, global navigation satellite systems and human space technology, natural resource management and space law. Cooperation was strengthened with ESCAP, ESCWA, the Office for Disarmament Affairs and the International Telecommunication Union (ITU) and was established for the first time with the International Civil Aviation Organization (ICAO) on space transportation issues and with Digital Globe Inc. to facilitate the access and use of high- and very-high-resolution satellite products in the work of the United Nations entities. The programme also actively increased understanding of and supported countries in using space-based information for disaster management, including by engaging eight new countries in building resilience against disasters, and carried out 12 capacity-building activities under the UN-SPIDER programme.

Challenges and lessons learned

In June 2015, the Committee on the Peaceful Uses of Outer Space did not reach agreement that would have permitted the implementation of the activities of the United Nations Programme on Space Applications for the remainder of 2015, which affected the Office's ability to fully implement its mandate and related expected outcomes. Four of the activities were rescheduled for 2016 in order to mitigate the impact on the Programme. Other challenges were related to the timely conclusion of letters of exchange with Governments.

197. The above-cited results are based on the implementation of 100 per cent of 354 mandated, quantifiable outputs, compared with 98 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat increased from 4 in 2012-2013 to 11 in 2014-2015.

198. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 6) and Corr.1).

Programme of work

(a) Greater understanding, acceptance and implementation by the international community of the legal regime established by the United Nations to govern outer space activities

199. The programme actively contributed to the efforts of the Committee on the Peaceful Uses of Outer Space and its Legal Subcommittee to enhance the implementation of the United Nations treaties on outer space. A total of 42 countries (biennial target: 44) received support from the Office for Outer Space Affairs in building or enhancing their capacity in the area of space law. One planned activity in 2015 had to be cancelled for reasons other than capacity-building efforts. Two capacity-building activities to promote greater understanding of space law and technical legal assistance were provided to Member States upon request. As a result, two ratifications of the treaties were received from two Member States, as well as one declaration under the Convention on Registration of Objects Launched into Outer Space by an international intergovernmental organization. Active support for Member States on the registration of space objects resulted in the submission by five States of notifications on the establishment of their national registries, bringing the total of actions by States and intergovernmental organizations to 64 (biennial target: 52).

(b) Strengthened capacities of countries in using space science and technology and their applications, including Global Navigation Satellite Systems, in areas related, in particular, to sustainable development

200. As of the end of 2015, a total of 63 countries (biennial target: 58) had received training facilitated by the Programme, while 55 countries (biennial target: 54) had received support in using space science and technology. The provision of technical support resulted in the establishment of a sixth Regional Centre for Space Science and Technology Education, for Asia and the Pacific, in 2014. Eight activities carried out in seven countries were dedicated to strengthening the capacities of countries in the fields of basic space science, basic space technology, global navigation satellite systems and human space technology, using space applications in the areas of maritime applications, tele-health and tele-epidemiology, and natural resource management. A total of 25 States and entities (biennial target: 20) participated in

activities to ensure compatibility and interoperability of space-based positioning, navigation and timing services. The International Committee on Global Navigation Satellite Systems brought together 227 specialists during the biennium.

(c) Increased coherence and synergy in the space-related work of entities of the United Nations system and international space-related entities in using space science and technology and their applications as tools to advance human development and increase overall capacity development

201. As of the end of 2015, a total of 32 activities with United Nations system organizations and space-related entities (biennial target: 26) had been held to promote awareness, strengthen capacity and use space science and technology. The Office serviced the thirty-fourth and thirty-fifth sessions of the Inter-Agency Meeting on Outer Space Activities, including an open informal session held in 2014 related to the contribution of space technology to the post-2015 development agenda and an International Conference on Earth Observation entitled "Global solutions for the challenges of sustainable development in societies at Risk" held in 2015. In cooperation with the Centre of Applied Space Technology and Microgravity and the German Aerospace Centre, a new fellowship programme on microgravity science was launched. A regional workshop on disaster management issues in Indonesia was held in cooperation with ESCAP and ASEAN. For the first time, the Office also engaged in cooperation with ICAO on space transportation activities carried out by non-governmental actors.

(d) Greater understanding, acceptance and commitment by countries and relevant international and regional organizations regarding ways of accessing and developing the capacity to use all types of space-based information to support the full disaster management cycle

202. Eight new countries (Bhutan, El Salvador, Gabon, Honduras, Kenya, the Lao People's Democratic Republic, Mongolia and Zambia) received technical advisory support to strengthen their institutions and make their policy and strategic frameworks operational, reduce their vulnerability and increase the resilience of their populations and infrastructure to disasters. This brought the total number of countries receiving technical advisory assistance to 39 (biennial target: 30). The number of emergency response communities using space-based information reached nine during the biennium (biennial target: 8). Representatives from 75 countries received support through 12 capacity-building activities organized under the UN-SPIDER programme. The UN-SPIDER Knowledge Portal (http://www.un-spider.org/) is now also available in Spanish and French. The Office also coordinated the creation of an international partnership of 18 key Earth observation agencies to promote space-based technology and applications for disaster risk reduction, resulting in essential references in the Sendai Framework for Disaster Risk Reduction 2015-2030.

Section 8
Legal affairs

Highlights of programme results

The Office of Legal Affairs provided extensive legal advice and assistance to, and finalized the necessary legal instruments for, the Organization for the Prohibition of Chemical Weapons-United Nations Joint Mission for the Elimination of the Chemical Weapons Programme of the Syrian Arab Republic, UNMEER and MINUSCA. During the biennium, there were no instances in which, unless waived, the status and the privileges and immunities of the Organization were not maintained. Claims against the Organization totalling $9,018,078 were resolved for $2,638,080, or 29 per cent of the amount originally claimed. As a result of judgments issued by the United Nations Appeals Tribunal in cases argued by the Office, the Organization's liability for awards rendered by the United Nations Dispute Tribunal was reduced by approximately $3.1 million. In the area of the law of the sea, there were 120 deposits of charts and lists of coordinates by States under the United Nations Convention on the Law of the Sea at the end of the biennium, 27 more than the targeted 93. Notable progress was made towards the effective modernization of trade law with the entry into force of the United Nations Convention on the Use of Electronic Communications in International Contracts, the adoption of the UNCITRAL Rules on Transparency in Treaty-based Investor-State Arbitration and the invitation extended by the General Assembly to the Secretary-General to establish a related transparency repository. In 2015, under the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law, the Office conducted, for the first time, an International Law Seminar for Arab States.

Challenges and lessons learned

The report of the Independent Review on Sexual Exploitation and Abuse by International Peacekeeping Forces in the Central African Republic contained the recommendation that the United Nations adopt an approach to immunity that presumed cooperation and active participation of United Nations staff in accountability processes. The Panel advised that measures be taken to reduce the time and complexity of the process of assessing requests for immunity. In implementing the Panel's recommendation, the Office identified a number of areas for review and is acting on these, including an evaluation of specific steps that may be taken to fast-track legal review processes, particularly in the context of sexual exploitation and abuse cases. The Office carried out a number of new evaluation activities during the reporting period. At a time when the interest among Member States in providing evaluations through satisfaction surveys has continued to decline, the Office will need to examine new approaches, including in the development of an evaluation policy and plan.

203. The above-cited results are based on the implementation of 90 per cent of 1,878 mandated, quantifiable outputs, compared with 89 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 40 in 2012-2013 to 24 in 2014-2015.

204. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 8)).

Executive direction and management

(a) Increased timeliness of submission of documentation

205. The Office of Legal Affairs submitted 93 per cent of its documentation (biennial target: 92 per cent) within the established deadlines. The Office has paid close attention to the implementation of this performance indicator and therefore has generally exceeded the target in recent years.

(b) Enhanced coordination in the work of legal advisers and legal liaison officers of the United Nations system

206. The Office held all six scheduled meetings (biennial target: 6) in collaboration with other legal advisers during the biennium, as proposed in its programme of work. Very strong attendance and a positive reaction were recorded at those meetings. The meetings provided a forum for sharing the lessons learned from some of the most important legal questions addressed by the Office with legal advisers of various United Nations system entities both at Headquarters and in the field.

Subprogramme 1
Provision of legal services to the United Nations system as a whole

(a) Effective functioning of the principal and subsidiary organs of the United Nations in accordance with international law, including the United Nations legal regime, and supporting international justice mechanisms, as mandated

207. The Office of the Legal Counsel continued to meet the demands of various clients throughout the United Nations system for legal services, ensuring that the legal advice and services that it provided were timely and of high quality. In 99 per cent of instances (biennial target: 98 per cent), legal instruments were finalized in respect of the activities of the United Nations, including in relation to new missions, notably UNMEER and MINUSCA. The Office provided advice on issues in the areas of international law and humanitarian access that facilitated the Organization's efforts to address the crises in the Syrian Arab Republic, Ukraine and Yemen. Assistance in the context of the Organization's response to the cholera epidemic in Haiti was also highly appreciated by multiple clients, including United Nations entities, Member States and the host Government. Lessons learned were shared with legal advisers of various United Nations system entities both at Headquarters and in the field.

Subprogramme 2
General legal services provided to United Nations organs and programmes

(a) Maximization of the protection of the legal interests of the Organization

208. There were no instances in which, unless waived, the status and the privileges and immunities of the Organization were not maintained (biennial target: 0).

(b) Minimization of the legal liabilities of the Organization

209. During the biennium, the General Legal Division resolved claims against the United Nations that had originally totalled $9,018,078 for $2,638,080, or 29 per cent of that amount (biennial target: 35 per cent). Additionally, as a result of judgments issued by the United Nations Appeals Tribunal in cases argued by the Division, the Organization's liability for awards rendered by the United Nations Dispute Tribunal was reduced by approximately $3.1 million.

Subprogramme 3
Progressive development and codification of international law

(a) Progress in the formulation of legal instruments

210. The Codification Division continued to serve as the secretariat for, and to provide substantive support to, a number of legal bodies, including the Sixth Committee of the General Assembly and the International Law Commission. Seventy-seven per cent of the legal instruments under preparation (biennial target: 40 per cent) advanced to a higher level of progress. The most significant achievements during the biennium were related to the work of the Commission, which concluded the second reading of the draft articles on the expulsion of aliens and the first reading of the draft articles on the protection of persons in the event of disasters, as well as its studies on the topics of "extradite or prosecute" and the most-favoured-nation clause. A moderate amount of progress was made on instruments pertaining to, inter alia, subsequent agreements and subsequent practice in relation to the interpretation of treaties; the immunity of State officials from foreign criminal jurisdiction; and the identification of customary international law.

(b) Wider appreciation and understanding of international law

211. The Codification Division continued to conduct the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law through the organization of the International Law Fellowship Programme, regional courses in international law for African States and, for the first time, an international law seminar for Arab States. The Division received a 100 per cent satisfaction rate (biennial target: 90 per cent) from participants responding to a survey on international law training. The Division further developed the United Nations Audiovisual Library of International Law with the addition of new lectures and historic audiovisual materials. The Division disseminated its legal publications to 163 end users (biennial target: 150), in particular practitioners and academics from developing countries. The Division made progress towards the elimination of the backlog of the *Repertory of Practice of United Nations Organs* and continued its work on the volumes covering 2000-2009.

Subprogramme 4
Law of the sea and ocean affairs

(a) Increased participation of States in and effective implementation and application of the United Nations Convention on the Law of the Sea and the related implementing agreements

212. The Division for Ocean Affairs and the Law of the Sea continued to contribute to the effective implementation and application of the United Nations Convention on the Law of the Sea and the related implementing agreements through the provision of information, advice and assistance to States, intergovernmental organizations and other entities; the preparation of the annual reports of the Secretary-General on oceans and the law of the sea (A/69/71 and Add.1 and A/70/74 and Add.1) and other documents and publications; and the efficient servicing of meetings of the General Assembly and Convention bodies. As a result, the number of States parties to the Convention and to the implementing agreements increased from 392 in December 2013 to 396 in December 2015 (biennial target: 388). In addition, there had been 120 deposits of charts and lists of coordinates by States under the Convention as at the end of the biennium (biennial target: 93).

(b) Enhanced cooperation and coordination among stakeholders with a view to deriving benefits from the use of oceans and seas

213. The number of recommendations issued by the Commission on the Limits of the Continental Shelf had increased to 22 by December 2015 (biennial target: 20). In addition, during the biennium the Division was involved in 142 activities at the international level (biennial target: 49) aimed at improving the sustainable development of the oceans and seas, the equitable and efficient utilization of their resources, the conservation of their living resources and the study, protection and preservation of the marine environment. That increase can be attributed in part to the Division's increased support for intergovernmental meetings and capacity-building activities as well as its work in relation to UN-Oceans, in respect of which the United Nations Legal Counsel acts as a focal point. Furthermore, the Division organized, participated in or contributed to 99 activities (biennial target: 97) aimed at increasing cooperation relating to the conservation and sustainable use of marine living resources and their particular biodiversity in areas beyond national jurisdiction.

(c) Facilitation of decision-making by the General Assembly as well as other bodies under the Convention.

214. The Division for Ocean Affairs and the Law of the Sea facilitated the decision-making of the General Assembly as well as bodies under the United Nations Convention on the Law of the Sea by providing more enhanced services for meetings of the General Assembly and Convention bodies, by issuing the comprehensive annual reports of the Secretary-General on oceans and the law of the sea and other documents as mandated by the Assembly. On average, 95.4 per cent of Member States and other entities (biennial target: 70 per cent) indicated their satisfaction with the services provided by the Division.

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

(a) Effective progress towards the modernization of trade law and practices and reduction of legal uncertainties and obstacles posed by inadequate and disparate laws or conflicting interpretation and application of laws

215. Notable progress was made towards the effective modernization of trade law with the entry into force of the United Nations Convention on the Use of Electronic Communications in International Contracts, the adoption of the UNCITRAL Rules on Transparency in Treaty-based Investor-State Arbitration and the invitation extended by the General Assembly to the Secretary-General to establish a related transparency repository. The International Trade Law Division placed particular emphasis on promoting the adoption and use of the most recent texts of UNCITRAL, which resulted in 85 treaty actions and national enactments based on UNCITRAL texts (biennial target: 35). The reported 208 judicial and arbitral decisions based on such texts (biennial target: 180) provided objective evidence of their practical use.

(b) Increased awareness and understanding of international trade law issues and reliance on UNCITRAL standards

216. Both the number of publications discussing the work of UNCITRAL and the number of references to the Commission in legal databases increased steadily. During the biennium, a total of 1,022 recent publications containing references to UNCITRAL (biennial target: 900) were listed in the Commission's annual bibliographies. The number of page views on the UNCITRAL website (http://www.uncitral.org/) provide an indirect but significant way to assess the level of interest among those in the outside world in texts developed by the Commission. Since the establishment in October 2014 of new social media features on the website, namely, a Tumblr microblog and a LinkedIn presence, the average number of daily visits to it has increased noticeably, reaching 3,043 (biennial target: 2,500). The number of daily visits to the site fluctuates with the interest of the general public in topics currently focused on by UNCITRAL. Recent work in the area of transparency in investment arbitration has attracted considerable interest. The website is regarded worldwide as a prominent trade law source and is available in all six official languages of the United Nations.

(c) Improved coordination and cooperation among international organizations active in the field of international trade law

217. The unit dealing with technical assistance and coordination participated in 82 joint activities with international organizations (biennial target: 70), including meetings of experts, colloquiums, conferences, participation in working groups and plenary meetings of governing bodies of other organizations dealing with issues of joint interest, contributions to joint publications related to international trade law, articles on the work of UNCITRAL appearing in professional journals, and educational courses. The UNCITRAL Regional Centre for Asia and the Pacific established in the Republic of Korea with the support of the Government continued to contribute to better coordination of such activities in that vast region.

(d) Improved functioning of UNCITRAL

218. The ratings given by delegates to the UNCITRAL secretariat consistently show a high level of satisfaction. However, the small number of replies received during each year of the biennium (21 in 2014 and 17 in 2015) suggests that delegates and observers of member States did not consider it crucial to evaluate the secretariat's performance during the sessions of the Commission. The overall satisfaction of the "clients" of the secretariat was also reflected in statements by delegates to the Sixth Committee and in letters of appreciation received during the reporting period. Nine per cent of the member States and other bodies that responded to the survey or otherwise provided feedback (biennial target: 8 per cent) indicated their satisfaction with the services provided.

Subprogramme 6
Custody, registration and publication of treaties

(a) Improved access to international treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat

219. The Treaty Section continued to make good progress in improving access to international treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat. The Section prepared 99 volumes of the United Nations *Treaty Series*, registered 2,784 treaties and 2,524 treaty actions, and processed 3,070 depositary notifications. Treaty actions relating to the treaties deposited with the Secretary-General were processed in 1.5 days (biennial target: 1.5); treaties and treaty actions were registered within 1 day (biennial target: 1) if no translation was required. The website of the Section (https://treaties.un.org/) was frequently consulted, averaging 281,781 monthly page views (biennial target: 324,000).

(b) Ongoing State participation in the international treaty framework

220. The Treaty Section assisted in promoting participation in the treaties deposited with the Secretary-General through the organization of two annual treaty events and four special treaty events, as well as through capacity development activities. During the biennium, the Section received 5,282 treaties and treaty actions for deposit with the Secretary-General and for registration (biennial target: 5,360). The annual treaty events organized by the Section in 2014 and 2015 resulted in a total of 122 treaty actions by Member States.

(c) Enhanced familiarity with and understanding by Member States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties with the Secretariat

221. The Treaty Section received 1,650 requests for depositary and registration-related information (biennial target: 1,650) and responded to a substantial number of requests for advice and assistance from States, United Nations offices, specialized agencies and treaty bodies. In particular, the Section provided legal support with respect to treaty law and practice to the Climate Change secretariat at two meetings of the Ad Hoc Working Group on the Durban Platform for Enhanced Action (held in August and October 2015) and at the twenty-first session of the Conference of the

Parties to the United Nations Framework Convention on Climate Change (held in December 2015), leading to the adoption of the Paris Agreement. The Section conducted four training seminars at Headquarters as well as two regional seminars (held in Maseru in 2014 and in Asuncion in 2015). The survey results showed that 89 per cent of participants expressed satisfaction with the training provided (biennial target: 71 per cent).

Section 9
Economic and social affairs

Highlights of programme results

The work of the Department of Economic and Social Affairs was focused on supporting the intergovernmental processes that led to the landmark United Nations agreement on the 2030 Agenda for Sustainable Development and its Sustainable Development Goals. The Department also supported the work of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators and the important cycle of meetings, segments and forums of the Economic and Social Council, engaging a broad range of stakeholders. The Department served as the secretariat of the third International Conference on Small Island Developing States, held in Apia in September 2014, and of the third International Conference on Financing for Development, held in Addis Ababa in July 2015. The latter resulted in the adoption of the Addis Ababa Action Agenda, which provides a strong foundation in support of the implementation of the 2030 Agenda for Sustainable Development. The Department organized several meetings and events, including the first World Conference on Indigenous Peoples, the Twelfth and Thirteenth Coordination Meetings on International Migration, the eleventh session of the United Nations Forum on Forests, the ninth annual meeting of the Internet Governance Forum, the third Global e-Government Forum and the 10-year review of the World Summit on the Information Society. The Department's analytical and substantive publications, such as *World Economic and Social Survey* and *World Economic Situation and Prospects*, continued to inform intergovernmental processes. The Department also provided updated information on statistical databases and population data sets. Progress on capacity development work continued with the development of standard operating procedures to aid the formulation, management, implementation and evaluation of capacity development projects and activities.

Challenges and lessons learned

The role of the Department in supporting various intergovernmental processes continued to expand with new and evolving global situations and major comprehensive processes, including the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda. This calls for continued enhancement of the Department's normative, analytical and capacity development work. The expanded Executive Committee on Economic and Social Affairs can be considered a successful experience in keeping the United Nations system engaged in the follow-up to the

United Nations Conference on Sustainable Development, the SAMOA Pathway and the 2030 Agenda for Sustainable Development. The Department strove to further improve the quality of its publications, including through its editorial board. To improve its internal monitoring and evaluation capacity, the Department prepared an evaluation implementation guide during the biennium.

222. The above-cited results are based on the implementation of 97 per cent of 3,218 mandated, quantifiable outputs, compared with 96 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 16 in 2012-2013 to 6 in 2014-2015.

223. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 9)).

Executive direction and management

(a) Programme of work is effectively managed

224. Continuous efforts were made to ensure the timely delivery of outputs and services and the effective and efficient use of resources. The Department delivered 97 per cent of its mandated, quantifiable outputs (biennial target: 93 per cent) within the established deadlines. The budget utilization rate was 98 per cent (biennial target: 99 per cent).

(b) Increased timeliness of submission of documentation

225. In 2014, of the 291 official pre-session documents slotted for submission, 285 were submitted on time, resulting in a compliance rate of 98 per cent. In 2015, 279 official pre-session documents were slotted for submission, 266 of which were submitted on time, resulting in a compliance rate of 95 per cent. The Department thus achieved a 96 per cent compliance rate (biennial target: 90 per cent) with respect to the timely submission of pre-session documents during the biennium.

(c) Enhanced policy coherence in the management of the economic and social activities of the United Nations Secretariat through the support of the Executive Committee on Economic and Social Affairs

226. Policy coherence in the management of the economic and social activities of the Secretariat was enhanced through specific and focused activities initiated by the Department with entities of the expanded Executive Committee on Economic and Social Affairs. Those activities included coordinated support for the follow-up to the United Nations Conference on Sustainable Development, including the preparation of the reports of the Secretary-General on the mainstreaming of the three dimensions of sustainable development throughout the United Nations system, follow-up to the SAMOA Pathway and its implementation, the preparations for the meetings of the high-level political forum on sustainable development, and the intergovernmental process leading to the adoption of the 2030 Agenda for Sustainable Development. Forty decisions (biennial target: 40) and 30 policy papers, reports and guidance notes (biennial target: 30) arose from those activities

during the biennium. The Department also provided strong support for the engagement of the Executive Committee in the consultation processes of the Policy Committee of the Secretary-General.

Subprogramme 1
Economic and Social Council support and coordination

(a) Strengthened role of the General Assembly and the Economic and Social Council in facilitating and monitoring progress towards the implementation of the internationally agreed development goals and the Millennium Development Goals, and in reinforcing the linkages between global policy discussion and national efforts to achieve those goals, including through the annual ministerial review and the Development Cooperation Forum

227. The Department facilitated the work of the Economic and Social Council and the role of the General Assembly through the annual ministerial reviews. It supported the negotiations on the ministerial declarations of the Council, which included a gender perspective. It promoted the engagement of stakeholders through the Youth Forum and Partnerships Forum of the Council. A total of 120 stakeholders (biennial target: 120) participated in the Development Cooperation Forum. Thirty Member States (biennial target: 30) expressed satisfaction with the secretariat support provided for the intergovernmental process. The Department supported the work of the co-facilitators that resulted in Assembly resolution 69/244, on the organization of the United Nations summit for the adoption of the post-2015 development agenda, and the modalities of the intergovernmental negotiations in that regard. It also supported the Chair of the Second Committee in examining the Committee's agenda focusing on the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda. Thirteen national policymakers (biennial target: 13) were involved in the operational activities segment of the Council.

(b) Enhanced role of the Economic and Social Council in guiding its subsidiary bodies and in promoting coordination and coherence in the activities of the United Nations system

228. The Department continued to support the efforts of the Economic and Social Council to provide the United Nations system with cross-sectoral coordination and overall system-wide guidance. As of December 2015, the functional committees of the Council included in their agendas and programmes of work 12 relevant issues (biennial target: 12) to be considered by the Council. The subsidiary machinery of the Council adopted eight resolutions and decisions (biennial target: 8) in response to Council policy coordination initiatives. Three United Nations system organizations (biennial target: 3) prepared an action plan for the implementation of General Assembly and Council guidance on operational activities for development to align strategic planning cycles of entities with the quadrennial comprehensive policy review. Eight Member States (biennial target: 8) utilized a simplified process and improved evaluative reporting on the implementation of the policy review. Sixty official statements (biennial target: 60) were made by non-governmental organizations during the deliberations of the Council.

(c) Enhanced role of the Economic and Social Council in the area of post-conflict reconstruction and development

229. The Department continued to enhance the role of the Economic and Social Council in the area of post-conflict reconstruction and development, as evidenced by the three meetings (biennial target: 3) between the Council and the Peacebuilding Commission held during the reporting period. Efforts were focused on mainstreaming peacebuilding into the work of the Council. The Chair of the Commission briefed the Council during the coordination and management meetings and participated in the Council's special meeting on Ebola held in December 2014. The bureaux of the Council and the Commission held a joint meeting in December 2015 to discuss ways to enhance their relationship and explore concrete areas for interaction between the two bodies. Two resolutions and two decisions (biennial target: 2 resolutions/decisions) were adopted by the Council on the long-term development situations of post-conflict countries. The mandate of the Council's Ad Hoc Advisory Group on Haiti was extended in 2014 and 2015.

Subprogramme 2
Social policy and development

(a) Increased agreement at the intergovernmental level

230. The Division for Social Policy and Development provided support to various post-2015 forums focusing on the social dimensions of sustainable development. Eighty-three per cent of proposed recommendations (biennial target: 85 per cent) were used in the formulation of resolutions for the fifty-second and fifty-third sessions of the Commission for Social Development and the sixty-ninth and seventieth sessions of the General Assembly. The Division informed resolutions on social issues, including the empowerment of people in achieving social development, the social dimensions of NEPAD and mainstreaming disability into development. Other accomplishments included the convening of a high-level meeting at the seventieth session of the Assembly to commemorate the twentieth anniversary of the World Summit for Social Development and the launch of the *Report on the World Social Situation 2013: Inequality Matters*. One hundred per cent of reports submitted to the Commission and the Assembly (biennial target: 100 per cent) included gender-sensitive recommendations.

(b) Increased knowledge of and acquired skills for implementing social policies at the national and community levels with a view to strengthening the capacity of Member States in this regard

231. The Division achieved further integration of technical cooperation and normative activities by supporting Member States and civil society in developing and implementing social policies and programmes at the national and community levels. Areas of focus included support for policy development for older persons, persons with disabilities, families, youth, indigenous peoples and cooperatives, and the promotion of mechanisms and methodologies for greater social inclusion, including the development of the system-wide action plan for achieving the ends of the United Nations Declaration on the Rights of Indigenous Peoples, and awareness-raising with regard to the 2030 Agenda for Sustainable Development. Activities included advisory services for Governments; national and regional training workshops held in collaboration with the United Nations system and civil society;

field projects; and the sharing of experiences, best practices and lessons learned. The Division trained 464 national personnel (biennial target: 312) to implement social policies at the national and community levels.

(c) Increased awareness by Governments, civil society, the United Nations system and the private sector of social development analysis

232. The Division increased the visibility of its work through its websites and social media tools (newsletters, the United Nations Social Development Network, Facebook, Twitter, Flickr, YouTube and Instagram), communication campaigns (#ForPeople), anniversaries (the International Year of the Family), the World Summit for Social Development, commemorations of international days (on social justice, cooperatives, families, disabilities, poverty eradication, youth, older persons, indigenous peoples and human solidarity) and high-level meetings (the World Conference on Indigenous Peoples), as well as increased awareness-raising with regard to issues concerning vulnerable groups and persons living in poverty. As of the end of 2015, the website of the Division had registered 10.7 million visits and downloads (biennial target: 4.9 million) and there had been 562 online citations of the Division's two flagship publications (biennial target: 50). The utilization of an online pre-registration system resulted in high numbers of civil society participants in intergovernmental forums and stakeholder events, thus helping to promote cooperation, networking and the sharing of knowledge on social development issues.

Subprogramme 3
Sustainable development

(a) Effective review of and agreement by Member States on key sustainable development challenges and priority actions to advance implementation of agreed outcomes on sustainable development, including at the United Nations Conference on Sustainable Development, and Agenda 21

233. The Division continued to provide technical and substantive support for intergovernmental processes. This included the Open Working Group on Sustainable Development Goals, which issued its report in July 2014, and the Intergovernmental Committee of Experts on Sustainable Development Financing, which issued its report in August 2014. It also supported the preparations for and meetings of the third International Conference on Small Island Developing States, at which the SAMOA Pathway was adopted. In addition, the Division serviced the 2014 and 2015 meetings of the high-level political forum on sustainable development organized under the auspices of the Economic and Social Council. In that regard, it prepared the 2015 edition of the *Global Sustainable Development Report*. The Division supported the intergovernmental negotiations on the post-2015 development agenda and the United Nations summit that culminated in the adoption of the 2030 Agenda for Sustainable Development. Eighty-seven per cent of Member States (biennial target: 87 per cent) expressed satisfaction with the support provided by the Secretariat.

(b) Increased accessibility of information, understanding and knowledge of policy options, practical measures and concrete actions needed for the adoption and implementation of sustainable development at the local, national, regional and international levels

234. The Division continued to enhance its web presence through its various informational platforms, including the Sustainable Development Knowledge Platform and the Small Island Developing States Action Platform. The Division's websites served as main information outlets for the negotiations on the post-2015 development agenda. The overall number of users from January 2014 to December 2015 was recorded at the level of 3 million, with more than 16.5 million page views (biennial target: 5 million). The number of inputs by Member States and other stakeholders into the Division's databases reached 1,900 (biennial target: 44), which reflected multi-stakeholder partnerships and commitments collected and registered as follow-up to the United Nations Conference on Sustainable Development, the third International Conference on Small Island Developing States and the Sustainable Development Goals. The use of social media services enabled the Division to reach a wider audience, which allowed it to disseminate sustainable development knowledge to a wider community, including Member States and other stakeholders.

(c) Enhanced capacity of developing countries and countries with economies in transition to formulate and implement strategies, policies, frameworks and mechanisms in support of sustainable development, with a special focus on gender equality and empowerment of women

235. The Division supported eight pilot countries in mainstreaming sustainable development into their national development strategies and plans and integrating the 2030 Agenda for Sustainable Development, including institutional mechanisms and monitoring and reporting. It also supported five pilot countries in North Africa and Western Asia in developing and implementing water scarcity and drought management strategies. In addition, the Division supported developing countries in Africa and Latin America and the Caribbean in the area of access to energy. Ninety-five per cent of countries assisted by the Division (biennial target: 95 per cent) launched policy initiatives and developed programmes and plans of action aimed at achieving the Sustainable Development Goals. A total of 991 national experts (biennial target: 260) benefited from the capacity development efforts of the Division. A total of 320 of the 991 national experts were female participants (32.3 per cent).

Subprogramme 4
Statistics

(a) Strengthened global statistical and geospatial information system, with more active participation by countries and increased collaboration among international organizations, including progress in the harmonization and rationalization of development indicators

236. Active participation in the key system-building events organized by the subprogramme increased steeply in the second half of the biennium. Attendance at events held by the Statistical Commission set a record in 2015, with 716 participants (biennial target: 560). Furthermore, Member States attended the meeting of the

United Nations Committee of Experts on Global Geospatial Information Management, other coordination meetings and capacity-building workshops and seminars. The Statistics Division continued to play a strong coordination role in improving international cooperation in statistics, especially through established coordination mechanisms and technical inter-agency and inter-secretariat working groups, including the Inter-Agency and Expert Group on Gender Statistics. As of the end of 2015, 13 collaborative activities (biennial target: 12) had been carried out with international organizations on the rationalization and harmonization of development indicators.

(b) *Better and broader use by Governments, international organizations, research institutes, the private sector and the general public of statistical data and technical guidelines produced by the subprogramme*

237. The subprogramme continued to improve its statistical dissemination platform, UNdata. In addition, the technical upgrading of the United Nations Commodity Trade Statistics Database led to the increased interest and satisfaction of users with respect to the statistical data provided. The use of data from statistical databases registered an increase of 83 per cent in terms of the number of requests satisfied (biennial target: 4 per cent). There were 14.7 million website visits, representing an increase of 13.5 per cent compared with the previous biennium (biennial target: 14 per cent). This reflects not only increased interest on the part of all users (Governments, international organizations, research institutes, private sector entities and the general public) in the products of the Division, but also its increased capability to effectively meet that demand.

(c) *Strengthened capacity of developing countries, in particular the least developed countries, as well as countries with economies in transition, to routinely collect, compile, store, analyse and disseminate official statistics and indicators in the economic, social, demographic and environmental fields, to produce high-quality data, including data disaggregated by sex, for policymakers and the public in general*

238. The strengthening of the statistical capacity of Member States has been identified by the Department as one of its five priority areas for capacity development work. The Statistics Division continued to implement a very strong capacity-building programme, which was focused on institutional capacity-building and the creation of integrated statistical and geospatial systems. Participants in various capacity-building events continued to confirm the impact of their participation, with 79.1 per cent (biennial target: 74 per cent) reporting that they had utilized the knowledge acquired. The Division reached out to professionals from 115 countries (biennial target: 85) with guidelines and capacity development support for developing and implementing sustainable national statistical systems.

Subprogramme 5
Population

(a) Enhanced awareness of the international community of new and emerging population issues and increased knowledge and understanding of the interactions between population and development, including the gender dimensions of demographic phenomena, especially in regard to fertility, mortality, migration, HIV/AIDS, urbanization, population growth, population ageing and the environment

239. The Population Division supported the forty-seventh and forty-eighth sessions of the Commission on Population and Development by organizing regular briefings for Member States. At the briefings, the Division informed Member States about various aspects of the links between population and development. The Division also organized expert group meetings, which assisted it in drafting the reports of the Secretary-General for both sessions. At those meetings, participants reaffirmed the importance of demographic data disaggregated by sex and asked the Division to continue to report on the gender dimensions of demographic phenomena, such as migration, population ageing and health and mortality. For the forty-ninth session, the Division organized a broad consultation process on the methods of work of the Commission. A total of 238 government officials (biennial target: 140) attended briefings and meetings organized by the Division during the reporting period.

(b) Effectively facilitate review by Member States of progress made in the implementation of the Programme of Action of the International Conference on Population and Development and of relevant instruments of the United Nations development agenda, particularly the Millennium Summit and its follow-up

240. One hundred per cent of documents (biennial target: 100 per cent) produced by the Population Division for the Commission on Population and Development were made available to Member States on time. In addition, unedited, English-only versions of all parliamentary documents were posted on the Division's website as early as possible. The posting of those documents ahead of the official deadline was much appreciated by Member States. Documents prepared by the Division are generally perceived to be timely, technically sound, policy-oriented and informative for the work of the Commission. The Division has kept track of the feedback received from Member States on the quality of the documentation provided for each session. By the end of the biennium, 75 Member States (biennial target: 25) had expressed satisfaction with the work of the Division.

(c) Improved accessibility and timeliness of population information and data, including sex-disaggregated data for use by Member States, the United Nations system, civil society and academia

241. The Population Division continued to update and expand its website in order to provide Member States and the international community with access to timely information on population matters. A total of 2,492 subscribers (biennial target: 2,600) were registered for the Division's e-mail alert service. Owing to technical difficulties, the Division was not able to update its list of subscribers. In addition, a Department-wide firewall prevented people outside the United Nations from subscribing to the Division's mailing lists. Therefore, the link for the subscription service has been removed from the Division's website. Instead, the Division has

been compiling contact information for people who have attended briefings and meetings and has successfully used that information to alert Member States and other stakeholders about forthcoming events.

Subprogramme 6
Development policy and analysis

(a) Strengthened international debate by assisting the General Assembly and the Economic and Social Council in identifying and understanding new and emerging economic development issues and challenges, in particular in the context of advancing the internationally agreed development goals, including the Millennium Development Goals, and with full consideration of the implications of major cross-cutting issues for the present and the international development agenda beyond 2015, ensuring that the technical underpinnings of sustainable development goals and the conceptualization of the post-2015 development agenda converge by evidence-based assessments and feasibility analysis

242. The analytical outputs of the Development Policy and Analysis Division strengthened the debate on economic policies and actions to achieve internationally agreed development goals, as evidenced by the 23 decisions (biennial target: 16) taken by the General Assembly and the Economic and Social Council regarding those issues. One hundred per cent of Member States surveyed (biennial target: 75 per cent) found the main analytical reports of the Division to be "useful" or "very useful". The Division's global economic forecasting model registered 27 uses (biennial target: 20) by UNCTAD and/or the regional commissions for their own economic analyses and reports.

(b) Improved awareness of and dialogue on the world economic situation, including fostering and disseminating a unified United Nations view on the world economic outlook and its implications for the prospects of developing countries

243. The analytical outputs strengthened the dialogue on the world economic situation in the General Assembly and the Economic and Social Council. The main outputs of the Division were the 2015 and 2016 editions of *World Economic Situation and Prospects*, with inputs from the Financing for Development Office of the Department, UNCTAD and the regional commissions. These were discussed during the high-level segment of the Council's 2014 and 2015 sessions and in its reports on the world economic situation and prospects as of mid-2014 and mid-2015 (E/2014/70 and E/2015/70). Content from the Division publication, including its midyear and monthly updates, also provides substantive material that was regularly incorporated into speeches by the Secretary-General and other United Nations officials and cited in a number of reports and notes of the Secretary-General. As of the end of 2015, 54 references to the analysis of the world economic situation carried out by the Division (biennial target: 50) had been made in official documents. The website of the Division (http://www.un.org/en/development/desa/policy/) generated 1,244,015 downloads (biennial target: 750,000).

(c) Strengthened capacity of developing countries and economies in transition to integrate macroeconomic, environmental and social policies, including gender dimensions, in national development strategies and to make macroeconomic stability compatible with the long-term goals of poverty eradication and sustainable development, and also, once defined and agreed upon, with the core principles and objectives of the post-2015 United Nations development agenda

244. During the biennium, 21 of the beneficiary countries receiving the support of the Division's capacity development work (biennial target: 21) developed proposals to integrate macroeconomic, social and environmental policies into their national development strategies, with a focus on sustainable development and with due consideration to the gender dimension. Some developed relevant policy notes and plans of action aimed at sustainable development and the transition from the Millennium Development Goals to the Sustainable Development Goals, while others acquired knowledge about various international support measures and how to incorporate them into planning, as well as about the impact of graduation from least developed country status. Some countries were also trained in economy-wide modelling for sustainable development. In addition, the website assisting least developed countries in addressing their special development challenges and achieving progress towards graduation was further revised and updated to improve accessibility and interaction.

Subprogramme 7
Public administration and development management

(a) Improved accessibility of information, knowledge-sharing, learning and partnerships through the United Nations Public Administration Network and the United Nations Public Administration Country Studies

245. The Division for Public Administration and Development Management registered 117,465,131 page views of/document downloads from the United Nations Public Administration Network (biennial target: 62 million) and 4,145,182 page views/document downloads of electronic monthly reports from the United Nations Public Administration Country Studies database (biennial target: 500,000), reflecting improvements in the sharing of information and knowledge. The Division continued to build upon the momentum generated by the launch of the 2014 United Nations e-Government Survey in providing valuable inputs for policymakers and other stakeholders in applying e-government for enhanced public service delivery and whole-of-government approaches in support of sustainable development.

(b) Enhanced common understanding, resolutions and actions on public governance and administration issues

246. The impact of the work of the Division was manifested in reports and resolutions of intergovernmental bodies, as evidenced by the 11 references, recommendations and decisions (biennial target: 10) contained in resolutions of intergovernmental bodies, namely, General Assembly resolutions 68/198, 68/302, 69/199, 69/204, 69/228, 69/327, 70/125 and 70/184 and Economic and Social Council resolutions 2014/27, 2014/38 and 2015/28. A total of 30 advisory missions (biennial target: 9) were undertaken at the request of Member States in various regions of the world, including 16 developing countries and 4 least developed countries. Sixty-eight references, recommendations and decisions (biennial target: 45) drawn from

publications and other products of the Division were included in national plans and policies.

(c) Increased capacity of national and local governments for strengthening professionalism, accountability and excellence in the public sector, including in the context of gender mainstreaming

247. In building the capacities of local governments, the Division developed four new online training courses. These, together with other online training courses developed by the Division, were taken by 5,209 public administration professionals and other stakeholders (biennial target: 4,600). Thirty-six methodological and technical recommendations (biennial target: 30) were implemented as a result of advisory services and technical cooperation projects aimed at building institutional capacity. The advisory services were related to, inter alia, the establishment of the African Local Government Academy and the strengthening of policy and improvement of public service knowledge management systems through e-government. A total of 1,552 nominations for United Nations Public Service Awards were received, 102 of which (biennial target: 26) were related to promotion of the gender-responsive delivery of public services.

Subprogramme 8
Sustainable forest management

(a) Effective support for an informed decision on the future of the international arrangement on forests, with a focus on the means of implementing sustainable forest management, including forest financing from all sources, taking into account the role of forests for achieving the internationally agreed development goals, including the Millennium Development Goals, and the interconnection of the international arrangement on forests with the United Nations development agenda beyond 2015

248. During the biennium, the key achievement of the secretariat of the United Nations Forum on Forests was the provision of 13 analytical outputs and intersessional activities (biennial target: 9) for the eleventh session of the Forum, which saw the adoption of the historic draft resolution on the international arrangement on forests beyond 2015 (subsequently adopted by the Economic and Social Council as its resolution 2015/33) and of the draft ministerial declaration entitled "The forests we want: beyond 2015". The resolution contained 13 key decisions on strengthening sustainable forest management and the decision to establish the Global Forest Financing Facilitation Network.

(b) Enhanced monitoring, assessment of and reporting on the implementation of the non-legally binding instrument on all types of forests and the progress towards achieving the global objectives on forests, with an emphasis on mainstreaming a gender perspective

249. In partnership with members of the Collaborative Partnership on Forests, a streamlined template was prepared for reporting to the United Nations Forum on Forests at its eleventh session, resulting in an increase in the number of national reports submitted from 60 to 78 (biennial target: 60). The reports demonstrated the contributions of forests and sustainable forest management to poverty eradication (Millennium Development Goal 1), environmental sustainability (Millennium

Development Goal 7) and international cooperation for development (Millennium Development Goal 8). In addition, 15 reports were received from regional and subregional organizations. With regard to gender perspectives, national reports indicated a strong correlation between training opportunities in the forest sector and increased employment as an avenue for the empowerment of women. Countries reported that forest-related policies were contributing to the enhancement of gender equality in forest management and decision-making processes.

(c) *Improved collaboration and coordination on all types of forests and trees outside forests through more effective cooperation and better knowledge exchange among Governments, major groups, organizations, instruments and processes, including among the members of the Collaborative Partnership on Forests*

250. The secretariat of the United Nations Forum on Forests carried out 18 collaborative and joint initiatives (biennial target: 17) with members of the Collaborative Partnership on Forests, including: an analytical document on integrating forests into the post-2015 development agenda (2015); a revised national reporting template and the identification of data sources to measure progress in the implementation of related decisions by the Forum; joint communications on the International Day of Forests in 2014 and 2015; the holding of the Wangari Maathai Forest Champion Awards for 2014 and 2015; and the holding of the Global Landscapes Forum events in 2014 and 2015. Eight workshops on forest financing in the Pacific, Central Asia and Africa were organized in collaboration with regional organizations. Twelve partnerships were established with the secretariats of the African Forest Forum, the Convention on Biological Diversity, the African Union, the Economic Cooperation Organization, ESCAP, the Food and Agriculture Organization of the United Nations (FAO), the Global Environment Facility, the International Tropical Timber Organization, the Pacific Community, the Swiss Agency for Development and Cooperation, the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa, and UNEP.

(d) *Increased awareness and support for national-, regional- and global-level actions on sustainable forest management*

251. The secretariat of the United Nations Forum on Forests supported increased awareness of forests through its websites, meetings and events, publications, press releases and social media campaigns, as evidenced by the eight national, regional and global actions (biennial target: 8) undertaken with the support of the Forum secretariat. Meetings were held in support of the Forum in China (in 2014) and Switzerland (in 2015), and a major groups initiative was undertaken in Nepal (in 2015). The observance of the International Day of Forests in 2014 and 2015 was supported through special events, messages from the Secretary-General, press releases, social media campaigns, film screenings and exhibits. The 2014 social media campaign reached more than 2.3 million Twitter accounts on 21 March, whereas in 2015 20 million Twitter accounts were reached on that date. The 21-day campaign conducted in 2015 reached a total of 26.5 million accounts.

(e). Enhanced capacity of Member States for advancing sustainable forest management and implementing the non-legally binding instrument on all types of forests, especially the achievement of the global objectives

252. The secretariat of the United Nations Forum on Forests continued to provide technical and substantive assistance to countries for capacity-building. Nine Member States (biennial target: 10) received assistance in promoting the implementation of sustainable forest management, including the implementation of the non-legally binding instrument on all types of forests. Nine workshops were held under the facilitative process of the Forum, with the participation of a total of 232 national experts from 61 countries in the Central Asia, Southern and West Africa and Pacific regions. Participants identified key action points for the development of strategies to harness climate financing for sustainable forest management. On the basis of participant feedback, the workshops facilitated the acquisition of grant application skills for 21 representatives from 16 countries. Ten countries in Africa, Asia and Latin America were assisted in developing national action plans for integrating sustainable forest management into sustainable development and green economy strategies.

Subprogramme 9
Financing for development

(a) Effective multi-stakeholder monitoring of and follow-up to the Monterrey Consensus, the Doha Declaration on Financing for Development, the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development and other related outcomes on financing for development, including the outcome of the United Nations Conference on Sustainable Development

253. The Financing for Development Office registered 34 major inputs from Governments, regional groupings and institutional and non-governmental stakeholders (biennial target: 34) to the annual assessment of the implementation of the Monterrey Consensus. Substantive inputs from the World Bank, the International Monetary Fund, WTO, the Group of 24, the Group of 20, the Group of 77 and China, the United Nations and other international entities contributed to annual reports of the Secretary-General to the General Assembly (A/69/188, A/69/358, A/70/311 and A/70/320) and notes by the Secretary-General to the Economic and Social Council (E/2014/53 and E/2015/52). Together with the report of the Intergovernmental Committee of Experts on Sustainable Development Financing (A/69/315) and the report of the Open Working Group on Sustainable Development Goals (A/68/970), they served as inputs to the preparation of the third International Conference on Financing for Development (held in Addis Ababa from 13 to 16 July 2015), resulting in the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Assembly resolution 69/313, annex).

(b) Strengthened role and fuller use of the General Assembly and the Economic and Social Council, as well as the relevant intergovernmental and governing bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination with other related outcomes on financing for development

254. The General Assembly, in its resolution 68/279, decided to convene the third International Conference on Financing for Development in Addis Ababa in July 2015. The Conference assessed the progress made in the implementation of the

Monterrey Consensus and the Doha Declaration, addressed new and emerging issues, and reinvigorated and strengthened the financing for development follow-up process. In its resolution 69/313, the Assembly adopted the Addis Ababa Action Agenda, which provides a new global framework for the financing of sustainable development and establishes a strong foundation in support of the implementation of the 2030 Agenda for Sustainable Development. The Assembly also agreed on basic principles on sovereign debt restructuring (resolution 69/319) and adopted, for the first time, a resolution on financial inclusion and sustainable development (resolution 70/189). In total, thirty-two major resolutions, presidential summaries and declarations on conference follow-up and coordination (biennial target: 32) were issued during the biennium.

(c) Fuller engagement of Governments and greater cooperation and interaction among all institutional and non-institutional stakeholders involved in the financing for development process, to ensure proper follow-up to the implementation of agreements and commitments reached at the Monterrey and Doha Conferences on Financing for Development and the Conference on the World Financial and Economic Crisis and Its Impact on Development, with due regard to issues of gender equality

255. During the biennium, the Office organized 29 major multi-stakeholder events (biennial target: 29) to support the preparatory process for the third International Conference on Financing for Development, as well as the work of the Intergovernmental Committee of Experts on Sustainable Development Financing and the Committee of Experts on International Cooperation in Tax Matters. One of the four side events held during the substantive informal sessions of the General Assembly was organized with UN-Women on the theme "Gender equality and women's rights in the financing for development framework". The Office also held, under its capacity development programme, 10 training workshops for developing countries on topics in the area of international taxation.

(d) Strengthened role of the United Nations in promoting international cooperation in tax matters, including tax policy, tax administration and capacity development in developing countries, for the purpose of domestic and international resource mobilization for development within the integrated framework of the outcome of the United Nations Conference on Sustainable Development

256. In the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (General Assembly resolution 69/313, annex), the Heads of State and Government and High Representatives decided to strengthen the effectiveness and operational capacity of the Committee of Experts on International Cooperation in Tax Matters by increasing the frequency of its meetings to two sessions per year, with a duration of four working days each. During the biennium, the Office produced five deliverables (biennial target: 5), including the United Nations courses on double tax treaties and transfer pricing, the United Nations Primer on Double Tax Treaties, the United Nations Primer on Transfer Pricing, the United Nations Handbook on Selected Issues in Protecting the Tax Base of Developing Countries, the United Nations Handbook on Selected Issues in Administration of Double Tax Treaties for Developing Countries in French and Spanish, "Measuring tax transaction costs in small and medium enterprises" in English and Spanish, and "Papers on selected topics in negotiation of tax treaties for developing countries".

Section 10
Least developed countries, landlocked developing countries and small island developing States

Highlights of programme results

The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States undertook follow-up, mobilization, coordination and advocacy work in favour of those three groups of countries. A significant part of that work was carried out in the context of the preparations for and organization of the second United Nations Conference on Landlocked Developing Countries and the third International Conference on Small Island Developing States, both of which culminated in important, results-oriented programmes of action. The Office coordinated two inter-agency consultative groups and forged strong partnerships with other important stakeholders in support of the implementation of the programmes of action. The Office also initiated new knowledge products that informed its advocacy and follow-up activities and undergirded its on-demand backstopping support. Thanks to that support, the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015-2030 contain strong references to these countries in terms of goals and targets as well as issues covered. The Office supported the work of the High-level Panel on Technology Bank for Least Developed Countries, the operationalization of which will help to address challenges related to access to science, technology and innovation in least developed countries.

Challenges and lessons learned

An important challenge before the Office is to ensure that the implementation of the new global frameworks provides the relevant programmes of action with the needed traction. The implementation of the frameworks and the building of effective linkages with the three programmes of action will depend on global partnerships, which the Office will help to forge, including through the coordination of the United Nations system. The Office will be actively involved in the United Nations support for processes related to the global follow-up to and review of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda and in continued advocacy activities and on-demand analytical backstopping support for the three groups of countries in intergovernmental processes.

257. The above-cited results are based on the implementation of 94 per cent of 393 mandated, quantifiable outputs, compared with 95 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat increased from 1 in 2012-2013 to 29 in 2014-2015.

258. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 10)).

Executive direction and management

(a) Programme of work is effectively managed and supported by staff and financial resources

259. The Office delivered 94 per cent of its mandated, quantifiable outputs on or before the established deadlines (biennial target: 92 per cent). As at 31 December 2015, the Office had utilized 97 per cent of resources compared with funds available (biennial target: 98 per cent). Resources were efficiently used to respond to growing demands from the Office's constituencies for further substantive backstopping support in the context of negotiations on the post-2015 development agenda, the Sustainable Development Goals, financing for development, climate change and disaster risk reduction. In view of the additional mandates, including those derived from the second United Nations Conference on Landlocked Developing Countries and the third International Conference on Small Island Developing States, the Office is increasingly reliant on extrabudgetary resources, which are more volatile than regular-budget resources and therefore pose the risk that planned activities will not be carried out.

(b) Increased timeliness of submission of documentation

260. The percentage of pre-session documents submitted by the required deadlines stood at 89 per cent during the biennium (biennial target: 94 per cent). Two of the 18 parliamentary documents were delayed, owing to a temporary staff shortage.

(c) Increased awareness of the special needs and concerns of the least developed countries, landlocked developing countries and small island developing States that require attention by Member States and international organizations

261. The Office carried out analytical, advocacy and consensus-building activities to promote the development agendas of the least developed countries, landlocked developing countries and small island developing States. Those activities resulted in the increased attention paid by those groups to development priorities in global public discourse. Nowhere was this more evident than in the context of the discussions on the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Paris Agreement and the Sendai Framework, all of which contain strong references to targets and goals of least developed countries, landlocked developing countries and small island developing States. As at 31 December 2015, 40 statements (biennial target: 38) had been made by Member States about the needs and concerns of the least developed countries, landlocked developing countries and small island developing States.

Subprogramme 1
Least developed countries

(a) Strengthened partnership between the least developed countries and development partners

262. The global advocacy activities carried out by the Office continued to support the development of least developed countries and to strengthen the cooperation of the United Nations system in the implementation of the Istanbul Programme of Action. Those activities contributed to the growing attention accorded to the concerns and needs of the least developed countries with regard to the issues of, inter alia, official development assistance and trade. They included events organized on the margins of major global conferences such as those on financing for development and climate change, as well as analytical reports on various topics. Thirty-seven countries (biennial target: 35) extended or announced duty-free and quota-free market access for least developed countries, in line with the terms of the Hong Kong Ministerial Declaration. Against the backdrop of a global economic environment that was less favourable than expected, eight members of the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD) (biennial target: 12) provided more than 0.15 per cent of their gross national income as official development assistance to least developed countries.

(b) Timely and effective implementation of the Istanbul Programme of Action

263. Twenty-five least developed countries (biennial target: 25) mainstreamed the provisions of the Istanbul Programme of Action into their national development plans and development cooperation strategies. Furthermore, the number of least developed countries that involved parliaments, the private sector and civil society in the implementation and monitoring of the Programme of Action reached 30 (biennial target: 30). Such involvement makes the implementation, monitoring, follow-up and review of the Programme of Action more inclusive, transparent and effective. The combination of all the above efforts helped to continue the progress made during the previous decade, laying the groundwork for more countries to record substantial progress towards graduation from the least developed country category. Ten least developed countries (biennial target: 6) met the graduation criteria during the biennium.

(c) Enhanced coordination among the entities of the United Nations system and other international and multilateral organizations to ensure integrated follow-up and support for the least developed countries

264. The global advocacy and coordination role played by the Office contributed to the mainstreaming of the Istanbul Programme of Action into the work programmes of 35 United Nations entities and other international organizations (biennial target: 30). The Mainstreaming Toolkit of the Istanbul Programme of Action for the Least Developed Countries, which supports such efforts, was submitted to the High-level Committee on Programmes for endorsement. With the support of the Office, 33 joint activities (biennial target: 33) that had a meaningful impact on least developed countries were carried out in collaboration with the United Nations and other international organizations.

Subprogramme 2
Landlocked developing countries

(a) Progress towards establishing efficient transit transport systems and reducing trade transaction costs

265. The Office advocated for the special needs of the landlocked developing countries in order to formulate initiatives to build efficient transit transport systems, reduce trade transaction costs for those countries and mainstream the Vienna Programme of Action. As a result, 10 specific initiatives (biennial target: 10) were undertaken by landlocked and transit developing countries. Among the major achievements accomplished during the biennium were the endorsement of the Intergovernmental Agreement on the Trans-African Highway Network; the adoption by WTO of a Protocol of Amendment to insert the Trade Facilitation Agreement into annex 1.A to the Agreement establishing the World Trade Organization; the establishment of an ad hoc working group on transit issues; and the mainstreaming of the Programme of Action by some landlocked developing countries with the technical support of the Office.

(b) Successful preparation and organization of the 10-year review of the Almaty Programme of Action through better inter-agency collaboration and partnerships

266. The second United Nations Conference on Landlocked Developing Countries, held in November 2014 and organized by the Office, adopted the Vienna Programme of Action, which is a more holistic development agenda that sets out specific goals and time-bound, results-oriented objectives aimed at the achievement of rapid, inclusive and sustained economic growth along with poverty reduction and sustainable development. The Programme of Action contains three new priorities: structural economic transformation, regional integration and means of implementation. Together with the United Nations and other international organizations, the Office undertook 21 joint initiatives (biennial target: 18) that had a direct and positive impact on landlocked developing countries, including substantive, technical and financial assistance. As a result of advocacy activities carried out by the Office, specific references to landlocked developing countries are contained in the Addis Ababa Action Agenda and the 2030 Agenda for Sustainable Development, both of which support the implementation of the Programme of Action.

Subprogramme 3
Small island developing States

(a) Increased recognition and awareness of the special case of small island developing States and their vulnerabilities during the review process of the Barbados Programme of Action and the Mauritius Strategy at the national, regional and global levels

267. The advocacy efforts of the Office resulted in the adoption of five decisions and declarations (biennial target: 5) at the global and regional levels in favour of small island developing States. The Office helped to facilitate the adoption of the SAMOA Pathway as the outcome document of the third International Conference on Small Island Developing States (held in Apia from 1 to 4 September 2014) as well as the creation of a Small Island Developing States Global Business Network, aimed at building partnerships with and accelerating the sustainable development of such

States. Small island developing States also received specific recognition in the Sendai Framework for Disaster Risk Reduction, the Addis Ababa Action Agenda, the 2030 Agenda for Sustainable Development and the Paris Agreement. The Office carried out eight advocacy activities (biennial target: 8), including the Private Sector Partnerships Forum, held in Apia, with 400 private sector participants, and a media event to mark the International Year of Small Island Developing States.

(b) Enhanced international support to small island developing States in implementing the outcomes of the Barbados Programme of Action and the Mauritius Strategy to enable them to adequately adapt to climate change

268. The Office continued its advocacy of pledges to the Green Climate Fund for small island developing States, including at the twentieth and twenty-first sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change. Pledges were made to support the deployment of renewal energy technologies in small island developing States and to contribute to emission mitigation efforts. The number of partners pledging support for the Fund increased from 10 in 2012-2013 to 42 in 2014-2015 (biennial target: 13). Access to the Fund is open to least developed countries, small island developing States and African States.

(c) Enhanced inter-agency collaboration and partnerships in support of the small island developing States

269. The Office convened eight joint activities (biennial target: 8) in cooperation with United Nations entities and the international financial institutions on the topics of disaster risk reduction, climate change, financing for development, sustainable tourism, oceans, non-communicable diseases, food security and competitiveness in small island developing States.

Section 11
United Nations support for the New Partnership for Africa's Development

Highlights of programme results

The Office of the Special Adviser on Africa, together with ECA and the Department of Public Information, continued to support Africa's development and NEPAD. At the global level, the Office increased its efforts aimed at more effective international support for Africa's development through its substantive, analytical, advocacy and monitoring work. It co-organized meetings of the Economic and Social Council on youth, employment and urbanization, meetings of the Commission on the Status of Women on gender equality and the empowerment of women, and a thematic debate of the General Assembly on investment. The Office enhanced the coordination of United Nations support for Africa by strengthening the Interdepartmental Task Force on African Affairs and promoting alignment between the international agenda and the strategic frameworks of the African Union. The Office revamped its website and further engaged the private sector, civil society, academia and the media through numerous events, interviews and press briefings. The Office contributed to the enhancement of mutual accountability and the effectiveness of development. At the regional level, ECA continued to enhance system-wide coordination in support of the African Union and its NEPAD programmes, notably by organizing the meetings of the Regional Coordination Mechanism for Africa. The Department's *Africa Renewal* website recorded 2.29 million visits, well exceeding its biennial target.

Challenges and lessons learned

The challenge of achieving sustainable development in Africa is inextricably linked to peace and security on the continent, the geo-economic climate, sociopolitical stability, emerging issues such as natural disasters, climate change, pandemics and terrorism, and striking the right balance between increasing development partners' support and ensuring African ownership of development strategies. Throughout the biennium, the Office adjusted its activities according to the evolving priorities of the African Union and plans to strengthen coherence, synergies and coordination within the United Nations system in support of the mainstreaming and implementation of the global and regional development agendas in Africa. Support for African regional institutions, particularly the regional economic communities and the Regional Mechanisms for Conflict Prevention, Management and Resolution, should be increased.

270. The above-cited results are based on the implementation of 100 per cent of 105 mandated, quantifiable outputs, compared with 100 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 14 in 2012-2013 to 2 in 2014-2015.

271. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 11)).

Subprogramme 1
Coordination of global advocacy of and support for the New Partnership for Africa's Development

(a) Increased international community support for Africa's economic development, in general, and for NEPAD, in particular

272. The Office carried out substantive and analytical work to further increase the support of the international community for Africa's development through the preparation of reports of the Secretary-General, briefings, panel discussions, media outreach and publications. The number of United Nations system activities carried out in support of Africa's development had reached 148 as of the end of 2015 (biennial target: 148). In particular, the Office jointly organized, with the United Nations system and African regional institutions, various high-level events to mobilize international support for Africa's development, particularly Agenda 2063

of the African Union; in that context, it highlighted the synergies between Agenda 2063 and the 2030 Agenda for Sustainable Development. The Office also helped to increase accountability and the effectiveness of development through the preparation of the first biennial report of the Secretary-General on the review of the implementation of the commitments towards Africa's development (A/69/163). The number of forums held addressing South-South cooperation in support of Africa stood at 11 as at 31 December 2015 (biennial target: 11).

(b) Improved United Nations coordination in providing support to Africa's development

273. Further progress in strengthening coordination within the United Nations system was demonstrated through the implementation of 52 joint activities (biennial target: 52) in support of Africa's development through regular meetings of the Interdepartmental Task Force on African Affairs and the involvement of the Task Force in the preparation of seven reports of the Secretary-General. The Office partnered with ECA and the Department of Public Information in carrying out advocacy regarding African issues, including in support of Agenda 2063, within the Economic and Social Council framework on youth, employment and urbanization; in the deliberations on the post-2015 development agenda and the third International Conference on Financing for Development; in the follow-up to the outcome of the United Nations Conference on Sustainable Development; and in the preparation of the biennial report of the Secretary-General on the review of the implementation of the commitments made towards Africa's development. The Office contributed to the Ebola recovery assessment, co-organized annual events on Africa Industrialization Day and chaired the advocacy and communications cluster of the Regional Coordination Mechanism for Africa.

(c) Increased international awareness of Africa's development issues

274. The Office continued to produce policy analysis, reports and studies that were made available to users both in print form and online, raising international awareness of key development issues in Africa. The Office organized briefings on African development issues and co-launched African knowledge products at the global level. In addition, the Office completed the revamping of its website to align its full-fledged substantive and comprehensive content with the objectives and priorities of African regional institutions. The website is now user-friendly, well documented, sectional, dynamic and accessible in English and French. The revamped website was launched in May 2015 in English and in October 2015 in French and registered a continuous upward and significant trend in its number of visits, which reached 650 in 2015 (biennial target: 650). The website now captures the number of pages viewed to provide more accurate measurement of website traffic.

Subprogramme 2
Regional coordination of and support for the New Partnership for Africa's Development

(a) Enhanced coherence, coordination and cooperation among United Nations agencies and organizations in support of the African Union and its NEPAD programme at the regional and subregional levels

275. ECA is the strategic coordinator of United Nations support for the African Union and its NEPAD programme through the Regional Coordination Mechanism

for Africa. As of the end of 2015, the clusters of the Mechanism had implemented 24 joint projects (biennial target: 18). At the regional level, the fifteenth and sixteenth sessions of the Mechanism (held in Abuja from 28 to 30 March 2014 and in Addis Ababa on 29 and 30 March 2015) were held to promote United Nations support for the African Union in the context of Agenda 2063. Among the results achieved was the alignment of the Mechanism's clusters with the African Union strategic plan for 2014-2017 and Agenda 2063, as well as the adoption of the United Nations-African Union partnership on Africa's integration and development agenda for 2017-2027, which was endorsed at the African Union summit held in June 2015. The main achievements of the Subregional Coordination Mechanism included a study on a self-financing mechanism for regional integration.

(b) Enhanced capacity of regional and subregional organizations, particularly the African Union, the NEPAD Planning and Coordinating Agency and regional economic communities, to design, implement and monitor their programmes

276. As of the end of 2015, eight capacity-building joint projects (biennial target: 6) had been implemented at the regional and subregional levels within the Regional Coordination Mechanism for Africa. In response to requests from the African Union, ECA provided technical support in scoping and mapping missions for the Intergovernmental Authority on Development and the East African Community. Two draft reports on capacity development scoping and mapping were completed, for ECCAS and the Community of Sahelo-Saharan States. ECA also provided capacity-building support at the meeting of the Multi-Agency Capacity Development Support Programme held in South Africa on 4 and 5 March 2014. As a result of the mapping and scoping exercise, a capacity development strategy was developed and presented to the NEPAD Heads of State and Government Orientation Committee.

Subprogramme 3
Public information and awareness activities in support of the New Partnership for Africa's Development

(a) Enhanced awareness of key thematic issues of NEPAD and other issues related to economic recovery and sustainable development in Africa

277. During the biennium, the *Africa Renewal* website recorded 2.29 million visits/page views (biennial target: 1 million) as a result of the promotional activities of the Department of Public Information in pitching its stories, which were timely, topical and relevant. The statistic was generated using Google Analytics. As a result, 3,067 online news features (biennial target: 1,000) were picked up and republished by local media in more than 60 countries. The other factors contributing to the success achieved in generating positive numbers were the growing interest in Africa sparked by the continent's current status of having 7 of the 10 fastest-growing economies in the world (the "Africa rising" narrative) and the quest for more information generated by public concern over the outbreak of the Ebola virus in the West African countries of Guinea, Liberia and Sierra Leone.

Section 12
Trade and development

Highlights of programme results

UNCTAD continued to address the challenges of building a more inclusive, stable and sustainable world and strengthening its role as the focal point in the United Nations system for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development. Intensive dialogues were held with all stakeholders concerned, including the successful and well-attended initiative of the Geneva Dialogue on the then post-2015 process and the 2030 Agenda for Sustainable Development. Other highlights were the "UNCTAD@50" celebrations; the World Investment Forum held in 2014, which attracted a record-high number of more than 3,000 participants; the fifteenth Raúl Prebisch Lecture, given by the President of Ecuador, Rafael Correa; and the participation of UNCTAD in the third International Conference on Financing for Development, as well as in the Tenth Ministerial Conference of WTO through 10 highly successful side events. UNCTAD statistical products increased significantly in demand, with more than 7 million page views recorded. Support was provided to developing countries in the review of their investment policy regimes, both nationally and internationally, on the integration of trade, productive capacity and development concerns into national trade policies, and on trade facilitation and progress in the mainstreaming of trade policies and priorities into national development plans by least developed countries.

Challenges and lessons learned

On the basis of evaluations that had been carried out, it was suggested that some parts of UNCTAD make greater effort to work together. Efforts were made to break down silos through horizontal, cross-divisional staff meetings, including theme-focused meetings; a results-based management training course allowing the sharing of experiences; the creation of an internal peer review mechanism on publications as well as an interactive intranet platform; and the organization of events on the margins of the third International Conference on Financing for Development and the Tenth Ministerial Conference of WTO, to name a few examples. As a result, staff members appreciated the sharing of information and knowledge, and the quality level of UNCTAD work improved.

278. The above-cited results are based on the implementation of 96 per cent of 1,849 mandated, quantifiable outputs, compared with 93 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 219 in 2012-2013 to 55 in 2014-2015.

279. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 12)).

Executive direction and management

(a) Programme of work is effectively managed

280. UNCTAD delivered 96 per cent of its mandated, quantifiable outputs (biennial target: 90 per cent) during the biennium. It continued to ensure the integrated treatment of trade and development and of the interrelated issues of finance, technology, investment and sustainable development. Under the leadership of the seventh Secretary-General of the Conference, the secretariat strengthened results-based management by introducing compacts for the directors of all subprogrammes. It also launched new initiatives to streamline research and analysis work, carried out technical cooperation activities and strengthened UNCTAD products that can provide a package of policy options to developing countries.

(b) Enhanced policy coherence in the management of the economic and social activities of the United Nations

281. UNCTAD continued to collaborate with United Nations system organizations to ensure policy coherence in the management of the economic and social activities of the United Nations. It also worked together with WTO, the World Bank Group, OECD, the International Chamber of Commerce, the Inter-American Development Bank and the World Federation of Exchanges on trade, investment and development issues. In addition, it held 12 internal senior management meetings (biennial target: 12) on enhancing policy coherence in the fields of research and analysis, the follow-up to the Doha Mandate and the preparations for its fourteenth session. A total of 56 joint outputs (biennial target: 54) were completed during the biennium, covering all areas of the five UNCTAD subprogrammes, ranging from sustainable development to, inter alia, development finance, economic globalization, the financialization of commodity markets, trade and investment measures, enterprise policies on corporate social responsibility, financial reporting standards, information and communications technology, trade and tariff barriers, and biotrade.

(c) Improved dissemination and increased visibility of the work of UNCTAD

282. During the biennium, a record-high total of more than 3 million visits (biennial target: 2.1 million) to the UNCTAD website was registered. The wide use of social media was proved to have contributed to the increase. UNCTAD issued 114 press releases (as well as 301 versions translated into United Nations official languages and 21 versions into other languages), 37 informational materials and 30 media alerts. More than 15,000 clippings (biennial target: 14,500) were collected. The recorded figure represents only a fraction of actual media coverage, because the search engines currently used cannot capture all references to UNCTAD in world media or coverage in less widely used languages. Some 111 group visits, reflecting the participation of more than 3,458 students/diplomats/academics from throughout the world, were organized. Efforts to reach out to civil society were further strengthened through the organization of a public symposium, the publication of a compendium of partnerships with civil society and the private sector, and the expansion of e-alerts to a record-high number of 3,000 subscribers.

(d) Improvement in the mainstreaming of a gender perspective in the work of UNCTAD

283. UNCTAD substantive work on gender was strengthened, as shown by the 27 initiatives that had been undertaken (biennial target: 20) as of the end of 2015. These included: (a) advocacy initiatives, such as the holding of several events and the publication of two policy briefs on trade, gender and the 2030 Agenda for Sustainable Development and a report on investment by transnational corporations and gender; (b) initiatives to contribute to a system-wide action plan on gender, including participation in the sessions of the Commission on the Status of Women, the Inter-Agency Network on Women and Gender Equality, and the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women; (c) initiatives to sensitize policymakers and other stakeholders, including three country case studies on trade and gender and the special events on women's empowerment and gender equality held during the World Investment Forum in 2014; (d) capacity-building workshops at the national and regional levels, a teaching manual and an online course on trade and gender, as well as workshops held with the "Gender Academy" of the International Training Centre of the International Labour Organization (ILO); and (e) special sections dedicated to gender issues in flagship reports, including the 2014 and 2015 editions of *The Least Developed Countries Report*.

(e) Increased timeliness of submission of documentation

284. UNCTAD achieved a 100 per cent submission compliance rate (biennial target: 96 per cent) with respect to the 124 slotted pre-session parliamentary documents. It was the third consecutive biennium (and the seventh consecutive year) in which the Conference's compliance rate was above the 90 per cent benchmark, as stipulated in General Assembly resolution 69/250 and in line with the Secretary-General's directives on the timely submission of documents. This was a result of the consistent efforts of the UNCTAD secretariat to ensure the timely preparation and submission of documents, which facilitates the work of member States and makes intergovernmental meetings more productive.

Subprogramme 1
Globalization, interdependence and development

(a) Increased understanding of the global economic environment and of policy choices for inclusive and sustained development at the national, regional and international levels

285. At the sixty-first and sixty-second sessions of the Trade and Development Board, UNCTAD was commended for the useful, comprehensive, timely and high-quality research, analysis and policy advice contained in the 2014 and 2015 editions of the *Trade and Development Report*. Their focus on global governance and policy space for development, international finance and sovereign debt issues was regarded as highly relevant to developing countries. With 41 statements by policymakers at intergovernmental meetings (biennial target: 35) and 727 recorded citations in the media (biennial target: 500) on growth-oriented macroeconomic and financial policy choices advocated in UNCTAD research, the performance exceeded targets. That was complemented and reinforced by 30 activities to promote South-South cooperation (biennial target: 29) and integration. Capacity-building was provided to

123 universities and research centres (biennial target: 80) in 61 countries, through the UNCTAD Virtual Institute network of universities and research centres.

(b) Progress towards a durable solution to the debt problems of developing countries by fostering better understanding of the interplay between successful development resource mobilization, debt sustainability and effective debt management

286. The Debt and Development Finance Branch contributed to the achievement of a more durable solution to the debt problems of developing countries by delivering high-quality research and analytical work and technical assistance. Many key analysis and policy actions on debt issues were discussed in detail in the report of the Secretary-General on external debt sustainability and development (A/69/167), which was endorsed by the General Assembly. Twenty-nine international and national policy positions and initiatives in the area of debt and development resource mobilization (biennial target 29) incorporated contributions from UNCTAD. The Branch also played a critical role as the secretariat for the Ad Hoc Committee on Sovereign Debt Restructuring Processes, created by the Assembly. Technical assistance had been provided by the UNCTAD Debt Management and Financial Analysis System to 69 countries (biennial target: 68), including 106 institutions (biennial target: 106), since the inception of the System in 1981.

(c) Improved access to reliable and timely statistics and indicators highlighting the interlinkages among globalization, trade and development for decision-making, at the national and international levels, on economic policies and development strategies

287. UNCTAD statistical data regarding trade, financial and economic policies were used by 2,748 institutions and member States (biennial target: 2,500), while statistical variables and related indicators prepared by the Debt and Development Finance Branch were used by 204 countries (biennial target: 200). The revamped UNCTADStat website (http://unctadstat.unctad.org/EN/) received more than 850,000 visits, with more than 14.7 million page views, from more than 200 countries around the world. The 2013 and 2014 editions of the *UNCTAD Handbook of Statistics* produced by the subprogramme were downloaded 32,702 times from the website, in addition to their wide dissemination in print form (being among the top five best-selling UNCTAD reports). Furthermore, *Development and Globalization: Facts and Figures*, originally produced in 2004, 2008 and 2012, continued to be downloaded often throughout the biennium (almost 53,000 times).

(d) Improved Palestinian policy and institutional capacities, and strengthened international cooperation for alleviating the adverse economic and social conditions imposed on the Palestinian people, and for building an independent Palestinian State

288. UNCTAD continued to support the efforts of the Palestinian people to build institutional State capacities, with a total of 11 development initiatives (biennial target: 11) and institutions benefiting from UNCTAD research findings, advisory services, recommendations and technical cooperation activities. That was acknowledged by the General Assembly in its resolutions 69/20 and 70/12, in which the Assembly requested UNCTAD to report to it on the economic costs of the Israeli occupation for the Palestinian people. During the sixty-first and sixty-second sessions of the Trade and Development Board, delegates and regional groups

unanimously commended the UNCTAD secretariat's support for the Palestinian people and requested the enhancement of that support. UNCTAD also contributed to the building of Palestinian capacities through the completion of a $2.1 million technical cooperation project, which assisted in the institutional establishment of the Palestinian Shippers' Council and developed an eight-module professional training programme on trade facilitation. UNCTAD reports and research findings were widely covered by the media and echoed in reports of international organizations, researchers and other stakeholders.

Subprogramme 2
Investment and enterprise

(a) Improved capacity to address key and emerging issues related to investment and its interaction with official development assistance, trade and regional integration, to build productive capacity and promote sustainable development

289. The 2014 and 2015 editions of the *World Investment Report* generated more than 3,700 media articles in nearly 100 countries. The *Report* was singled out in the 2015 evaluation of UNCTAD for its quality, its usefulness and its role as a policymaking enabler. The subprogramme organized the 2014 World Investment Forum, which was attended by more than 3,000 participants representing the full spectrum of the global investment community. The impact of the Forum was illustrated by the feedback received from 193 investment stakeholders (biennial target: 180) reporting improved capacity to address key issues related to investment. The *Global Investment Trends Monitor* also contributed to the improved capacity of investment stakeholders to address key and emerging issues related to investment. As of the end of December 2015, 31 member States (biennial target: 35) had indicated that they had implemented policy recommendations and utilized methodology provided by UNCTAD in the area of international investment.

(b) Increased ability of all developing countries and countries with economies in transition in designing and implementing strategies and policies to attract and benefit from investment for sustainable development

290. The newly revised UNCTAD Investment Policy Framework for Sustainable Development already serves as the main reference for countries and regional groupings in modernizing their laws, regulations and treaty models, fundamentally shaping a new generation of investment policies. More than 250 investment policy review recommendations were adopted by beneficiary countries, where approximately 40 per cent were implemented with the assistance of the Conference. Evidence shows that the reviews led to a significant improvement in the business climate, as demonstrated by the performance of the investment policy review beneficiary countries cited in the *Doing Business* report of the World Bank. As of the end of 2015, 36 developing countries and countries with economies in transition (biennial target: 35) had benefited from UNCTAD investment policy reviews, electronic tools and the implementation of strategies and policies in the areas of foreign investment for sustainable development and inclusive growth. In spite of the effects of the financial and economic crisis, 30 developing countries (biennial target: 28) benefiting from UNCTAD assistance with regard to their national and international investment policies experienced significant increases in foreign direct investment inflows.

(c) Increased capacity to address key and emerging issues related to international investment agreements and their development dimension, as well as their formulation and implementation

291. The Division on Investment and Enterprise further strengthened its leading role in backstopping the international investment agreements system. The subprogramme upgraded its databases on international investment agreements and investor-State dispute settlements. On the basis of its in-depth analytical work, the subprogramme continued its technical assistance, including the delivery of training courses and advisory services, to strengthen the capacities of countries to negotiate sustainable development-friendly international investment agreements and to better handle investor-State dispute settlements. At the International Investment Conference held during the World Investment Forum in October 2014, 34 countries and 20 international organizations made 19 observations (biennial target: 18) and 91 statements (biennial target: 80) in reporting on the sustainable development dimension of international investment agreements.

(d) Enhanced understanding and ability to boost productive capacity through enterprise development policies aimed at: (i) stimulating enterprise development, particularly related to small and medium-sized enterprises, entrepreneurship and business linkages; (ii) promoting best practices in corporate social responsibility and accounting; and (iii) establishing competitive and well-regulated insurance markets

292. The Entrepreneurship Policy Framework informed national approaches to fostering and supporting entrepreneurship in five developing countries. Thirty-four countries (biennial target: 23) were using UNCTAD policy measures and tools in the design of policies aimed at strengthening entrepreneurship and the competitiveness of their firms. In a survey, the participants in the Empretec programme in Jordan and South Africa reported sales increases of 78 per cent and 36 per cent, respectively, and profitability increases of 82 per cent and 40 per cent, respectively. The newly launched Business Schools for Impact programme built a network of 270 schools to sensitize students about the potential of harnessing business for positive social impact. Twenty-six countries (biennial target: 25) were using guidance and tools developed by UNCTAD in the areas of accounting, enterprise development, insurance, business linkages, e-tourism and corporate reporting. The Sustainable Stock Exchanges Initiative, which encourages responsible approaches to investment, grew from 10 exchanges at the start of 2014 to 59 exchanges at the end of 2015, listing nearly 47,000 companies with market capitalization of $67 trillion.

Subprogramme 3
International trade

Component 1
Strengthening international trade

(a) Strengthened understanding and capacity of developing countries, in particular least developed countries, and countries with economies in transition, to integrate beneficially into the global economy and the international trading system

293. UNCTAD intervention had an important and positive impact on strengthening the capacities of the countries concerned in the areas of trade-related policies, institutional and regulatory frameworks and trade negotiations, integrating their

economies beneficially into the global economy and the international trading system and enabling them to participate effectively and equitably in regional and multilateral trade negotiations, as evidenced by the large number of countries (40) (biennial target: 40) that increased their participation in trade negotiations. That work made an important contribution to the efforts of developing countries to design and implement appropriate evidence-based trade policies on an informed basis and ensure policy coherence between trade policies and national development plans and poverty reduction strategies. With the support of UNCTAD, 15 developing countries (biennial target: 15) integrated trade, productive capacity and development concerns into their national trade policies. UNCTAD also placed greater emphasis on the impact of regional dimensions of trade (South-South and North-North) on development.

(b) Enhanced capacity of developing countries and countries with economies in transition according to their specific needs in trade and trade-related decision-making and addressing the trade and development impact of non-tariff measures

294. UNCTAD enhanced the capacity of countries in trade and trade-related decision-making through improved transparency, research and analysis and direct support for policymakers. The Trade Analysis and Information System and the World Integrated Trade Solution continued to assist stakeholders in identifying and addressing market access barriers and trade opportunities and in promoting more informed participation in trade negotiations, and recorded approximately 46,000 active users (biennial target: 46,000); some of the increase in the number of users is attributable to training sessions and seminars conducted in countries, including all Central European Free Trade Agreement countries, all ASEAN countries and 10 other countries. A total of 16 trade analysis publications were published to support developing countries in further improving trade-related decision-making. Direct support was provided to policymakers through 9 advisory missions and 10 training sessions and data collection activities. The collection of high-quality non-tariff measures data increased significantly to reach approximately 80 per cent of world trade. Eight actions (biennial target: 8) aimed at reducing or addressing non-tariff barriers were carried out in bilateral/regional negotiations on preferential trade agreements.

(c) Enhanced capacity of developing countries and countries with economies in transition to prepare and implement national and regional competition laws

295. As of the end of 2015, 17 developing countries (biennial target: 17) had established, revised or implemented national or regional competition and consumer protection policies based on peer reviews. Those countries are able to improve their competition law regimes, according to the UNCTAD Model Law in Competition, through the technical assistance process that follows the review. In total, six countries (biennial target: 4) volunteered for peer reviews (2014: Namibia, the Philippines and Seychelles; 2015: Albania, Fiji and Papua New Guinea), all of which were successfully completed and advocated at intergovernmental forums during the biennium. In its resolution 70/186, the General Assembly approved the revised guidelines for consumer protection, thereby providing UNCTAD with a mandate to organize and host an annual intergovernmental group of experts on consumer protection law and policy. The first meeting of the group is to be held in October 2016.

(d) *Strengthened capacity of developing countries to design and implement mutually supportive trade, environment, climate change and sustainable development objectives in development strategies at all levels*

296. During the biennium, UNCTAD issued 19 studies and informational materials on the greening of exports, the ocean economy, climate change and biotrade, implemented 16 workshops, including on the Sustainable Development Goals and biodiversity, fisheries, the ocean economy, trade and climate change; undertook 20 missions on issues relating to renewable energy, organic agriculture and the creative economy; and provided technical assistance to 51 countries. As of the end of 2015, 34 developing countries (biennial target: 34) had designed and implemented policies, normative initiatives and institutional arrangements to advance trade and investment opportunities and promote sustainable development. Seventeen developing countries and countries with economies in transition (biennial target: 17) had participated in biotrade and biofuels initiatives.

Component 2
Commodities

(a) *Improved capacity of commodity-dependent developing countries to address trade and development problems associated with the commodity economy and to seize opportunities emerging from commodity trade and enhanced international and regional cooperation*

297. The Special Unit on Commodities strengthened its role in research and analysis in partnership with leading think tanks and other international organizations, such as FAO, ECA, the African Development Bank, UNDP and the African Economic Research Consortium, and with academia. It also continued to organize discussion forums such as the annual sessions of the Multi-year Expert Meeting on Commodities and Development and the Global Commodities Forum to provide opportunities for multi-stakeholders to exchange views, build consensus and identify solutions to the challenges facing commodity-dependent developing countries. In addition, the Unit carried out various capacity-building activities to assist such countries in their efforts to integrate commodity strategies into their national development plans. During the biennium, 18 research outputs (biennial target: 13) were produced by the Unit and 13 commodity-dependent developing countries (biennial target: 13) adopted policy measures and tools recommended by UNCTAD. For example, Mozambique, Zambia, the African, Caribbean and Pacific Group of States and ECCAS adopted the Pan-African Cotton Road Map, proposed by UNCTAD.

Subprogramme 4
Technology and logistics

(a) *Improved efficiency and sustainability of trade logistics of developing countries and some economies in transition*

298. As of the end of 2015, UNCTAD had supported 21 actions taken by developing countries and countries with economies in transition (biennial target: 21) to improve trade logistics, improve effective transit systems and establish a supportive legal framework. Extensive technical assistance activities helped countries to prepare for the implementation of the 2013 WTO Trade Facilitation Agreement, with more than 70 advisory and capacity-building missions supporting national trade facilitation committees and the ratification and categorization of the

Agreement. Twenty-two measures (biennial target: 22) were adopted by developing countries and economies in transition using the UNCTAD Automated System for Customs Data to further improve the efficient management of their customs administration. Five countries (biennial target: 5) improved trade logistics performance on the basis of benchmark indicators related to logistics and business efficiency, with the assistance of UNCTAD.

(b) Improved awareness and adoption of national and international policies in the area of science, technology and innovation, as well as information and communications technology

299. As of the end of 2015, 32 actions (biennial target: 29) had been undertaken by developing countries and economies in transition in the area of science, technology and innovation. In close collaboration with ILO, UNCTAD published "Empowering women entrepreneurs through information and communications technologies: a practical guide" to highlight the crucial role of information and communications technology in assisting women-owned businesses. As part of the project on local production and access to medicine, high-level training was carried out for 187 participants in four African countries. As a result of UNCTAD work, representatives of the 15 countries of ECOWAS recommended the ratification of various legal instruments on cybersecurity, consumer protection, cross-border e-payments, electronic signatures, electronic certification and domain names. UNCTAD supported 22 cooperation initiatives (biennial target: 22) at the subregional, regional and international levels in the areas of science and technology.

(c) Better understanding at the national level of policy options and best practices on science and technology for development and on information and communication technologies for development

300. Demand for UNCTAD assistance in the area of science, technology and innovation policy, as well as information and communications technology, remained strong during the biennium as 13 countries (biennial target: 10) benefited from it through capacity-building activities and policy reviews. As a result of UNCTAD recommendations, three countries reported changes in their science, technology and innovation policies and regulations, while four countries built their capacities in terms of the local production of pharmaceuticals, technology transfer and access to medicines. With UNCTAD assistance, 23 countries took steps to update national cyberlaws and harmonize regional regulatory frameworks, including laws that facilitate e-commerce. UNCTAD training resulted in the production by two countries of official statistics on the information economy for the first time, with a view to supporting ICT policies. Ten countries (biennial target: 10) took action to better integrate science, technology and innovation policy into development strategies as a result of UNCTAD advice (Angola, the Dominican Republic, Lesotho, Nepal, Nigeria, Oman, Peru, Sri Lanka, Thailand and the United Republic of Tanzania).

(d) Enhanced capacities in developing countries and countries with economies in transition in the areas of trade and investment and interrelated issues

301. With UNCTAD assistance through its training and human resources development in the field of foreign trade (TrainForTrade) programme, 10 actions (biennial target: 10) were taken by developing countries and countries with economies in transition to strengthen the capacities of human resources and local

institutions in the areas of trade and investment. At least 409 port managers and 1,014 e-commerce practitioners from the private and public sectors gained knowledge and experience to enable them to replicate the capacity-building activities in their own countries, creating local and multiplier effects. Through its South-South and North-South collaboration, the TrainForTrade programme was positively evaluated and extended. All 101 participants (95 policymakers and 6 academics) in the UNCTAD "Paragraph 166" course indicated improvement in their knowledge of the interrelated nature of trade, finance, investment and technology for development, as well as improvements in policymaking, bilateral and regional trade and investment negotiations. All of the six academics who had taken part in the programme also stated specifically that the knowledge and experience gained from the curriculum could be used in their teaching of international trade and economics.

Subprogramme 5
Africa, least developed countries and special programmes

(a) Increased adoption of practical policy recommendations of UNCTAD to promote African development in the areas of trade and development

302. As of the end of 2015, 10 member States (biennial target: 10) had reported that they had adopted policy recommendations, research findings and conclusions provided by UNCTAD in the area of African trade and development. The Africa Section conducted a series of advisory missions in order to contribute to capacity-building in the region and to policy debate and formulation, in collaboration with African institutions. Among its activities were participation in the African Union-International Organization for Migration Round Table on Intraregional Migration and Labour Mobility within Africa, the World Economic Forum on Africa, the delivery of training for the University of the Gambia, the negotiations on an African Union Continental Free Trade Area, and seminars held in Benin and Sweden and under the auspices of the Economic and Social Council based on the *Economic Development in Africa Report 2015*, which had been launched in 15 African countries.

(b) Increased consensus on, and adoption of, policies to address development problems of the least developed countries in the global economy, including those in the process of graduation from the list of least developed countries

303. The 2014 and 2015 editions of *The Least Developed Countries Report* were launched in 32 countries, which was the most expansive launch campaign ever of this series and aroused strong interest among constituencies. The topic chosen for *The Least Developed Countries Report 2014* related to the role of structural transformation in reaching national and international development goals. The *Reports* were discussed in the major media of developed countries, least developed countries and other developing countries. As a result of that interest, the Least Developed Countries Section received requests for activities to follow up on the *Reports* at the national level, such as national seminars and technical cooperation activities. In order to influence the policy debate, the Section organized a meeting of the Trade and Development Board on least developed countries. Nine member States (biennial target: 9) reported that they had adopted policy recommendations and conclusions provided by UNCTAD in the area of the development of least developed countries and countries graduating from the list of such countries.

(c) Enhanced integration of trade policies and priorities in the national development plans

304. UNCTAD increased the number of least developed countries that had made progress in mainstreaming trade policies and priorities into their national development plans to 13 (biennial target: 13). Following the conduct of the Diagnostic Trade Integration Study by UNCTAD, the Gambia and Senegal requested further assistance in mainstreaming trade into their respective development plans. Mozambique incorporated the mainstreaming of trade into the Study's action matrix as a priority. The Niger and Mali also showed interest in further pursuing their mainstreaming of trade. In addition, Ethiopia requested UNCTAD to draft an update on the Study and had already engaged in the trade mainstreaming process.

(d) Improved capacities of landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies to support their economic transformation and resilience-building efforts

305. Ten least developed countries, landlocked developing countries and small island developing States (biennial target: 4) benefited from UNCTAD advisory services and other forms of assistance on achieving structural progress. Among them, four small island developing States benefited from UNCTAD advisory services in support of continued structural economic progress after or before their graduation from least developed country status. Preliminary work relating to the preparation of vulnerability profiles was also undertaken for the benefit of Sao Tome and Principe, the Solomon Islands and Timor-Leste. Governments in Angola, Bhutan and the Lao People's Democratic Republic integrated UNCTAD policy recommendations into their respective graduation strategies as a result of capacity-building workshops organized by the Conference in 2015. Substantive support was provided in mainstreaming the Vienna Programme of Action into national trade and development policies. To assist landlocked developing countries in deriving maximum benefits from their wealth of natural resources, UNCTAD developed and implemented a project that included the undertaking of case studies in Botswana, Mongolia, Paraguay, Uzbekistan and Zambia.

Section 13
International Trade Centre

Highlights of programme results

The International Trade Centre continued to focus on delivering practical support to small and medium-sized enterprises in developing countries by facilitating their development through trade. Evaluation conducted by OIOS found that the Centre had successfully delivered projects in the areas of specialized trade research, capacity-building, policy support and export competitiveness support. During the biennium, the Centre supported the integration of the business sector, policymakers and trade and investment support institutions in developing countries into the global economy through a wide range of advisory services and tools. They included e-learning courses, customized publications and trade and market intelligence portals with more than half a million users. In a client survey, 530 companies reported trade turnover of $286 million as having been facilitated by the tools and market analysis services. The Centre contributed to the increased capacity of trade and investment support institutions, their improved managerial performance and services improvements resulting from the membership of these institutions in networks supported by the Centre and improvements in the countries' export development policies. Direct support to enterprises to improve competitiveness and accessing markets was particularly focused on sectors with high development impact, and on women entrepreneurs, 1,120 of whom reported improved competencies in relation to trade.

Challenges and lessons learned

High staff turnover and competing priorities in partner institutions are recurrent problems in strengthening institutional capacity. Limited access to finance for export-ready enterprises constrained export growth. Delays in delivery were caused by force majeure, including the outbreak of Ebola virus disease in West Africa, earthquakes in Nepal and a cyclone in Vanuatu. In addition, political instability in Central and West Africa affected the Centre's operations. Accounting for the Centre's indirect results in increasing enterprise competitiveness and income generation has been a challenge. The Centre has overcome such operational and results measurement difficulties by strengthening partnerships with reliable local counterparts and extending collaboration with Governments and chambers. In addition, the Centre has designed and introduced a new methodology on small and medium-sized enterprise competitiveness, through its 2015 flagship report.

306. The above-cited results are based on the implementation of 98 per cent of 542 mandated, quantifiable outputs, compared with 97 per cent in the previous biennium. No additional outputs were implemented at the initiative of the Secretariat during 2012-2013 and 2014-2015.

307. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 13) and Add.1).

Subprogramme 6
Operational aspects of trade promotion and export development

(a) Strengthened integration of the business sector into the global economy through trade intelligence and enhanced support to policymakers

308. The International Trade Centre provided policymakers and the business sector with trade and market intelligence through a set of upgraded online tools and publications, reaching 166,825 new users (biennial target: 153,000) and a record total of more than 500,000 users. Support was extended to least developed countries in the process of their accession to WTO. The Centre also assisted countries with Government-business collaboration to increase regional integration and to strengthen national institutional expertise in the provision of capacity-building on

trade policy. As a result, 7,311 clients (biennial target: 2,000) showed increased awareness with regards to trade-related systems. The Centre contributed to strengthening country negotiation positions through evidence-based advocacy and business sector participation, mostly in least developed countries. The Centre's support resulted in 317 instances (biennial target: 125) where countries' negotiating positions were enriched, which enabled decision makers to integrate business dimensions into trade negotiations. The target has been exceeded, owing to a higher demand than expected for analysis on trade policy and strategy issues.

(b) Enhanced trade support institutions and policies for the benefit of exporting enterprises

309. During the biennium, the Centre increased the capacity of trade support institutions in 97 countries, including national trade and investment promotion agencies, chambers of commerce, sector associations and others. Sixty per cent of assisted institutions were from least developed countries, landlocked developing countries and small island developing States. A total of 386 institutions (biennial target: 120) increased their capacities to assist enterprises to successfully transact business and support policymakers to make better informed decisions. In addition, 121 institutions (biennial target: 85) reported an improved ability to assist enterprises in trade and export development issues as a result of becoming part of the Centre's supported networks, while 137 institutions (biennial target: 85) reported improvements in their country's trade promotion and export development policies.

(c) Strengthened export capacity of enterprises to respond to market opportunities

310. As a result of training and advisory services provided by the Centre, more than 5,000 small and medium-sized enterprises were enabled to formulate international business strategies, become export ready and/or meet potential buyers and transact business. In particular, 1,357 enterprises (biennial target: 1,300) were enabled to formulate sound international business strategies; 1,907 enterprises (biennial target: 1,900) became export ready; 2,084 enterprises (biennial target: 1,600), mostly from developing and least developed countries, met potential buyers and were able to transact business. A total of 1,120 women-owned microenterprises and small and medium-sized enterprises (biennial target: 700) reported improved competency in export-related operations. Assistance focused on initiatives with potential to support job creation, high-value production and high export potential, with a long-term sustainability perspective.

Section 14
Environment

Highlights of programme results

With support from the United Nations Environment Programme, 10 countries incorporated ecosystem-based and other supporting adaptation approaches in key sectoral and development plans. Thirty-one countries implemented initiatives to improve energy efficiency or invest in renewables. Twelve significant policies, guidelines and programmes now reflect best practice in sustainable natural resource management. Seventeen countries valued their ecosystems, and seven of these countries have since used that valuation data in their national accounting and budgeting processes. Twenty-one countries established new legal and institutional measures to improve the implementation of internationally agreed environmental goals. Seventeen countries adopted policies promoting the sound management of chemicals and waste, as a result of countries having ratified the Minamata Convention on Mercury. In 2002, lead was used in fuels in 82 countries. Currently, only three countries use lead in fuels. In line with the biennial target, 17 countries and cities developed or started implementing sustainable consumption and production and green economy policies. UNEP played an active role in the development of the proposed indicator framework for reviewing progress towards the Sustainable Development Goals. A new portal, hosted on UNEP Live, visualizes the linkages from indicators to goals and targets and demonstrates how the environment is connected with the social and economic dimensions of the 2030 Agenda for Sustainable Development.

Challenges and lessons learned

UNEP has continued to strengthen capacities and improve business processes to ensure the efficiency, effectiveness and impact of its work. At an operational level, UNEP will increasingly concentrate its resources in fewer but more ambitious initiatives that draw on the expertise of strategic partners and expertise across the organization. Such efforts are key to achieving tangible environmental, economic and social gains. For countries to achieve sustainable development, UNEP support needs to be intensified to ensure that environmental sustainability becomes integral to economic progress and development while also being essential to achieving social gains. UNEP support to countries can also leverage change at an ambitious scale if its strategy and regional presence builds on the partnership approach that UNEP has embraced in 2014-2015 to deliver on its commitments pursuant to the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want" (General Assembly resolution 66/288, annex).

311. The above-cited results are based on the implementation of 95 per cent of 244 mandated, quantifiable outputs, compared with 97 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the secretariat decreased from 12 in 2012-2013 to 1 in 2014-2015.

312. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 14)).

1. Office of the Executive Director

(a) Delivery of programmes and products on environmental issues that are considered relevant by Governments and partners in the United Nations system

313. UNEP continued to ensure that its products and services are useful and relevant to the needs and priorities of countries and partners and stakeholders. Seventy per cent of the surveyed government representatives and relevant United Nations partners, including intergovernmental and non-governmental bodies, major groups and the private sector (biennial target: 65 per cent) rated the UNEP products and services relevant and useful.

(b) Promotion of greater coherence and complementarities in regard to environmental issues in the United Nations system

314. As a result of engagement by UNEP, the number of subjects of global environmental concern on which the United Nations system took joint action increased from six in 2013 to nine in 2015 (biennial target: 9). A new issue management group on the sound management of chemicals and wastes was established in January 2014, comprising 16 United Nations system agencies. The group prepared a set of key composite targets and indicators in the area of sound management of chemicals and waste for the negotiations on the Sustainable Development Goals. The group also published the synthesis report entitled "United Nations and sound chemicals management: coordinating delivery for Member States and sustainable development". The Consultative Process on Advancing the Environmental and Social Sustainability in the United Nations system was extended to pilot the integration of the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, in volunteer agencies. The pilot was concluded in December 2015, resulting in a synthesis report on the outcomes.

(c) Strengthened use of credible and coherent science at the science-policy interface

315. Positive outcomes emerged from two major initiatives targeted at strengthening the science-policy interface (biennial target: 3). Initiation and implementation of the Community of Practice provided access to scientists, policymakers, practitioners and civil society to contribute their expertise and experience to various aspects of the work of UNEP. The Community of Practice was used during the development of the UNEP/Department of Economic and Social Affairs publication *Emerging Issues for Small Island Developing States: results of the UNEP Foresight Process* and for discussion on integrated measures for the monitoring and measurement of progress on the interlinkages between the environment and other dimensions of sustainable development. The emergence of the International Network for Government Science Advice, operating under the aegis of the International Council for Science, is enhancing policy responses to environmental global challenges. The deviation with the target can be attributed to human resource constraints in the Office of the Chief Scientist; an issue that is being addressed by recruitments that are under way.

(d) Strengthened accountability of UNEP towards a results-based organization

316. UNEP acted upon 86 per cent of accepted audit and investigation recommendations (biennial target: 85 per cent), attesting to the fact that the organization has strengthened its accountability towards results-based management.

The accountability of the Programme was further strengthened by the Executive Director's delegation of certain programmatic, financial, human resources and legal authorities to UNEP Division and Regional Directors.

(e) Geographical representation and gender balance of staff is ensured

317. As at the end 2015, the representation of female staff at the P-4 level and higher was 36.5 per cent (biennial target: 45 per cent). The actual performance is below the target despite multiple efforts made by UNEP to attract more female staff members at the middle and senior levels. The percentage of personnel in the Professional and higher categories from underrepresented countries had reached 17 (biennial target: 15 per cent) as at 31 December 2015.

(f) Efficiency in staff recruitment is maintained in line with United Nations rules and regulations concerning staff selection

318. During the biennium, the average number of days taken to fill a vacant position was 196 days (biennial target: 170), which was measured by the number of days between announcement of the vacancy to selection of the staff member, as extracted from the human resources management scorecard. Some delays affecting recruitment in this period were attributed to the introduction and implementation of Umoja at the Nairobi duty station. However, the main delays still appear to be when the vacancy is with the hiring manager for recommendation and when awaiting approval of the relevant central review body. As at 31 October 2015, 298 staff had entered on duty in the period from 1 January 2013 to 31 December 2015. One hundred per cent of the staff who had entered on duty in this period and completed a performance appraisal received a rating of "exceeds performance expectations" or "successfully meets performance expectations" (biennial target: 80 per cent).

(g) Efficiency in the servicing of meetings of the governing bodies is ensured

319. Ninety per cent of meetings of the UNEP governing bodies (biennial target: 80 per cent) received their documentation four working days or more in advance of each meeting. Those meetings included, among others, the annual subcommittee meeting of the Committee of Permanent Representatives, the intersessional subsidiary body of the United Nations Environment Assembly (26-30 October 2015); quarterly meetings of the Committee (January, March, June and October 2015); 14 subcommittee meetings, 15 briefings and informal meetings of the Committee. The secretariat continued to make every effort to enhance the quality of all documents prepared in support of the meetings of the governing bodies, including the accuracy of facts and figures, consistency of terminologies and implications analysis.

(h) Evaluations take place in accordance with the evaluation policy and plan and are used to improve performance

320. The proportion of projects valued in excess of $1 million and completed in 2014-2015 that are independently evaluated reached 65 per cent (biennial target: 100 per cent). The deviation with the target can be attributed to the fact that some older projects did not adequately budget for evaluation, while some projects under the UNEP programme of work are "umbrella projects", comprised of subprojects that have separate donor agreements. Currently, there are upwards of 60 project evaluations scheduled per year. The Evaluation Office has a rigorous quality

assurance mechanism for the evaluation reports. During the biennium, 83 per cent of evaluation reports (biennial target: 70 per cent) were assessed in the "satisfactory" range for quality. Recommendation compliance is assessed for all "open" evaluation recommendations every six months. Ninety-four per cent of accepted evaluation recommendations (biennial target: 70 per cent) were implemented within the time frame defined in the implementation plan.

2. United Nations Scientific Committee on the Effects of Atomic Radiation

(a) Expanded and updated scientific assessments of exposures regionally and globally to ionizing radiation and of radiation effects on human health and the environment

321. The publication in May 2014 of the evaluation by the United Nations Scientific Committee on the Effects of Atomic Radiation of the levels and effects of radiation exposure resulting from the Fukushima Daiichi nuclear power station was the culmination of three years of intensive work by more than 80 experts worldwide. Also significant was the launch in 2014 of an online platform to collect medical exposure data from Member States. The Committee also reviewed scientific literature related to the radiological impact of electrical energy production, and on the effects of exposure from internal emitters and from radiation exposure at low dose rates. As at the end of 2015, data on radiation exposures in general were available for 84 countries (biennial target: 100). The number of scientific papers evaluated since 2001 had increased to 8,751 (biennial target: 8,900) as at 31 December 2015. A total of 1,010 scientific papers were evaluated for the preparation of six scientific documents discussed at the sixty-first and sixty-second sessions of the Committee.

(b) Increased awareness and use among decision makers, the scientific community and civil society of the Committee's scientific assessments as a sound basis for decision-making on radiation-related issues

322. Following the publication of the Committee's report on the Fukushima Daiichi accident, the secretariat organized several special outreach activities in Japan, involving local and national officials, academia, professionals and the media. The secretariat invited all permanent missions to the United Nations at Vienna to a briefing on the Committee's mandate, work and the Fukushima results. This was well received and the secretariat was requested to make this an annual event. The IAEA Commission on Safety Standards took note of the 2012 report of the Committee and established a task group to look at the implications for future regulation. A total of 3,270,174 products (biennial target: 3 million) have been downloaded from the Committee's website (http://www.unscear.org/) since 1 January 2005. Increased reference and use of the Committee's assessments is also evidenced by 183 websites registered with links to the Committee (biennial target: 183).

Subprogramme 1

Climate change

(a) Ecosystem-based and supporting adaptation approaches are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts

323. The UNEP climate adaptation programme continued to focus on implementing concrete ecosystem-based adaptation options as well as integrating these options into key sectoral and national development strategies. In 2014-2015, UNEP enabled 20 countries to implement ecosystem-based adaptation and other adaptation approaches, bringing the total number of countries supported to 42 (biennial target: 28). Ten countries have integrated adaptation into national plans with UNEP support, resulting in a total of 19 countries (biennial target: 16). Other notable results include enhanced knowledge on existing adaptation gaps in finance, technology and knowledge through the launch of the Adaptation Finance Gap Update 2015 and assisting them in filling these gaps. In 2014-2015, UNEP supported 10 countries with their accreditation process to the Adaptation Fund, of which 4 (Costa Rica, Mexico, Namibia and Peru) received accreditation. In 2014-2015, five microfinance institutions in Colombia and Peru delivered 1,300 ecosystem-based and adaptation-oriented microfinance pilots.

(b) Energy efficiency is improved and the use of renewable energy is increased in countries to help reduce greenhouse gas emissions and other pollutants as part of their low emission development strategies pathways

324. The *2015 Emissions Gap Report*, which assessed 119 intended nationally determined contributions submitted to the United Nations Framework Convention on Climate Change, continued to provide information on the remaining emissions gap. In the past two years, UNEP provided assistance to 31 countries to implement initiatives to improve energy efficiency or invest in renewables, bringing the total number of countries supported to 62 (biennial target: 32). As at the end of 2015, 17 countries (biennial target: 15) had been supported by UNEP on renewable energy and energy efficiency technologies transfer projects through the Climate Technology Centre and Network. On clean energy finance, during the biennium 2014-2015, 27 finance institutions committed to decarbonizing assets valued at more than $600 billion, and a total of 67 UNEP-targeted finance institutions and other private sector investors (biennial target: 55) demonstrated a commitment of resources through written statements.

(c) Transformative strategies and finance approaches for reducing emissions from deforestation and forest degradation (REDD-plus) are developed and implemented by developing countries with the aim of reducing emissions from deforestation and forest degradation and bringing multiple benefits for biodiversity and livelihoods

325. Global momentum on conserving forests increased with the adoption of the New York Declaration on Forests, which aims to reduce by half the rate of loss of natural forests by 2020 and end it by 2030. The United Nations Collaborative Initiative on Reducing Emissions from Deforesting and Forest Degradation (UN-REDD) in developing countries, jointly implemented by UNEP, FAO and UNDP, scaled up support to 64 countries to help them to become ready for the expanded REDD-plus approach, up from 48 in December 2013. Twenty-six of these countries had national programmes. A total of 20 countries (biennial target: 15) have begun the process of developing, adopting or implementing national REDD-plus strategies.

Subprogramme 2
Disasters and conflicts

(a) The capacity of countries to use natural resource and environmental management to prevent and reduce the risk of disasters and conflicts is improved

326. One of the indicators of success under the subprogramme is the extent to which UNEP can integrate ecosystem-based solutions for disaster risk reduction and peacebuilding across the wider United Nations system. This was successful during the period, with UNEP enabling the United Nations system to integrate environmental risk reduction by influencing some 10 significant United Nations policies, guidelines and programmes, bringing the total of policies influenced to 25 (biennial target: 20). UNEP support to country-level capacity is tracked through a country capacity framework, which measures the emerging capacity to reduce environmental risks among the post-crisis countries in which UNEP has extensive programmes. As at the end of 2015, this indicator had been met in part, as three more countries (Haiti, South Sudan and the Sudan), or 70 per cent of countries vulnerable to disasters and conflicts (biennial target: 100 per cent), had moved two steps along the country capacity framework. Progress to develop post-crisis environmental governance capacity in two countries (Afghanistan and the Democratic Republic of the Congo) was slower than hoped.

(b) The capacity of countries to use natural resource and environmental management to support sustainable recovery from disasters and conflicts is improved

327. UNEP supported five countries that required sustained environmental assistance for recovery: Afghanistan, the Democratic Republic of the Congo, Haiti, South Sudan and the Sudan. The Programme's performance in these countries is measured through their emerging capacity to address environmental challenges. UNEP was able to assist three countries to progress two steps on the country capacity framework by the end of the reporting period. Although this progress is the result of the efforts of many actors, UNEP has been a constant presence and voice for environmental management. UNEP responded to crises and supported recovery in 17 countries in 2015. This included addressing environmental emergencies in four countries, meeting all formal requests for assistance. Between 2010 and 2014, in 88 per cent of the post-crisis or environmental emergency assessments where serious risks were identified by UNEP, national Governments or the United Nations took remedial action to mitigate risks.

Subprogramme 3
Ecosystem management

(a) Use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased

328. UNEP continued to provide support to 58 countries to enable different sectors to use the ecosystem approach for meeting their needs on terrestrial and aquatic ecosystems. By the end of 2015, 25 countries (biennial target: 24) had taken steps to integrate the ecosystem approach in sector-based natural resource management with the support of UNEP. These countries have demonstrated usage of the ecosystem approach either through spatial planning, integrated water resource management, established transboundary agreements or allocation of national budgets to strengthen

ecosystem management. In terms of transboundary collaboration, the Democratic Republic of the Congo, Rwanda and Uganda signed a treaty for the collaboration on the Greater Transboundary Virunga area, while Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali and Togo secured international and national funding for the implementation of a UNEP-supported strategic action plan for the Volta Basin.

(b) Use of the ecosystem approach in countries to sustain ecosystem services from coastal and marine systems is increased

329. Of the 28 countries that UNEP works with, 16 countries (biennial target: 16) demonstrated progress in using the ecosystem approach to sustain coastal and marine ecosystems. The results are seen in the areas of integrated coastal zone management, marine spatial planning, marine protected areas or transboundary agreements and action against marine litter. Marine litter is also being addressed at the intergovernmental level in the Mediterranean region through the Barcelona Convention, the Wider Caribbean Region through the Cartagena Convention, the Baltic Sea through the Helsinki Convention, the North-East Atlantic through the Convention for the Protection of the Marine Environment of the North-East Atlantic, and by a joint decision of the Group of Seven.

(c) Services and benefits derived from ecosystems are integrated with development planning and accounting, particularly in relation to wider landscapes and seascapes and the implementation of biodiversity- and ecosystem-related multilateral environmental agreements

330. By the end of 2015, 19 countries (biennial target: 13) had integrated the ecosystem approach in their national biodiversity development planning process with UNEP support, as submitted to the Convention on Biological Diversity. This included, for instance, increasing the participation of other sectors in the preparation of their national biodiversity strategies and action plans and the inclusion of information on the role of biodiversity and ecosystem services in national development, sectoral mainstreaming and related performance management indicators (e.g., Solomon Islands, Nepal, Kyrgyzstan and Rwanda). Over the past few years, UNEP has engaged with 62 countries on the valuation of ecosystem services and natural capital accounting. As at the end of 2015, seven countries (biennial target: 7) had integrated priority ecosystem services into their national accounting and budgeting processes (Guatemala, Kenya, Mauritius, Morocco Rwanda, Tonga and the United States) and another 17 countries had completed an ecosystem valuation exercise.

Subprogramme 4
Environmental governance

(a) The United Nations system and multilateral environmental agreements bodies, respecting the mandate of each entity, demonstrate increasing coherence and synergy of actions on environmental issues

331. UNEP strives for a coordinated approach to environmental issues across the United Nations system and multilateral environmental agreements, as evidenced by joint initiatives comprised of 15 resolutions, decisions and policy statements issued as at the end of 2015 (biennial target: 15). In 2014, the heads of the United Nations agencies adopted a common approach on environmental management systems, with

a goal of achieving climate neutrality in the United Nations by 2020. The UNEP contribution to the post-2015 development framework is attested to in the adopted Sustainable Development Goals (at the core of seven goals and integrated in a further eight goals) in which the environment is firmly embedded and in a global set of indicators that will provide a strong basis for measuring environmental progress. Five additional collaborative arrangements with the secretariats of multilateral environmental agreements were established during the reporting period, bringing the total of such programmatic arrangements to 32 (biennial target: 33).

(b) The capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals and comply with related obligations is enhanced

332. With the assistance of UNEP, 21 legal and institutional measures (biennial target: 20) were adopted by countries to improve the implementation of the internationally agreed environmental goals. In addition, the number of countries that undertook initiatives to monitor and achieve compliance and enforcement of international obligations increased from two in 2013 to six in 2015 (biennial target: 4). Twenty-five transboundary water basin organizations around the world shared experiences on strengthening the governance and implementation of basin-level agreements. UNEP increased the number of initiatives and partnerships of major groups and stakeholders in support of the development and implementation of national and international environmental law from three in 2013 to five in 2015 (biennial target: 5). Partnership with the Major Global Groups and Stakeholders Forum and the Konrad Adenauer Foundation, helped to embed the perspectives of major groups and stakeholders in the work of UNEP and enhance the capacities of judges and legal stakeholders.

(c) Countries increasingly mainstream environmental sustainability into national and regional development policies and plans

333. Mainstreaming environmental sustainability into the national and regional development policies and plans with UNEP assistance has been steadily progressing in the target countries. In the biennium, 20 countries developed United Nations Development Assistance Frameworks that incorporated the principles of environmental sustainability, bringing the total of frameworks to 111 as at the end of 2015 (biennial target: 87). The Poverty-Environment Initiative, which UNEP runs in collaboration with UNDP, resulted in the integration of environment objectives into a total of 48 national general and sectoral policies, plans and processes (biennial target: 44) focusing on poverty reduction. Eight policies and plans from subregional and regional forums incorporated the principles of environmental sustainability in 2014-2015, with the cumulative number of policies reaching 13 (biennial target: 17).

Subprogramme 5
Chemicals and waste

(a) Countries increasingly have the necessary institutional capacity and policy instruments for the sound management of chemicals and waste, including the implementation of related provisions in the multilateral environmental agreements

334. UNEP is helping countries to create an enabling environment for the sound management of chemicals and waste by supporting their putting in place the

appropriate policy instruments and institutional frameworks. As at the end of 2015, a total of 188 countries (biennial target: 125) had reported the adoption of policies for the sound management of chemicals and waste. The increase is attributable to the 17 additional countries that ratified the Minamata Convention on Mercury in 2014-2015. The Convention, which Governments adopted in 2013, with assistance from UNEP, to address issues with respect to mercury now has 128 signatories and 20 parties, up from 94 signatory countries and only one party in 2013. A total of 53 countries (biennial target: 65) reported the use of economic and market-based incentives and business policies and practices; while 30 countries (biennial target: 30) reported the use of industry reporting schemes for the sound management of chemicals and waste.

(b) Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound chemicals management and the related multilateral environmental agreements

335. As at the end of 2015, a total of 86 Governments (biennial target: 90), 86 private sector entities (biennial target: 80) and 82 civil society organizations (biennial target: 90) used risk assessment and management tools provided by UNEP to address priority chemical issues. Lesotho, Swaziland and Viet Nam conducted national mercury inventories, while Madagascar identified alternatives for mercury-free products. Several mining companies in Chile and Peru implemented best practices, and dental associations in Uganda and the United Republic of Tanzania promoted the phasing out of dental mercury amalgam. Furthermore, several NGOs advocated for the UNEP-supported Road Map for the Development of Alternatives to DDT, which focuses on phasing out this harmful persistent organic pollutant.

(c) Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound waste management and the related multilateral environmental agreements

336. As at the end of 2015, 22 Governments (biennial target: 25), 24 private sector entities (biennial target: 30) and 25 civil society organizations (biennial target: 30) had further addressed priority waste issues such as waste biomass, using tools and methodologies provided by UNEP in 2015. Also, in 2015, UNEP placed a sharper focus on "waste as a resource" and the "circular economy". A good foundation for these approaches was laid by the Global Waste Management Outlook, launched in September 2015. Together with other key elements, such as the development of an academic consortium to create a waste management curriculum and the preparation of guidelines for a legislative framework on waste management, this strengthens the basis for the future work of UNEP on waste management and prevention issues.

Subprogramme 6
Resource efficiency and sustainable consumption and production

(a) Cross-sectoral scientific assessments, research and tools for sustainable consumption and production and a green economy developed, shared and applied by policymakers, including in urban practices in the context of sustainable development and poverty eradication

337. UNEP supports countries and regions to integrate green economy and sustainable consumption and production approaches into national and subnational

policy. In 2014 and 2015, 17 additional countries and cities developed or started implementing green economy policies with the support of UNEP, bringing the total number of countries to 38 (biennial target: 45). A total of 29 countries and 9 cities have pursued green economy pathways as a result of UNEP assistance since 2010. As at the end of 2015, a total of 1,786 references (biennial target: 20) had been made in academic and research publications and reports of international organizations and NGOs, Governments and businesses. While there were no references in 2011 and the number had increased to 120 at the end of 2013, the number of references had significantly increased by 2015, attesting to the increased importance and relevance of the science base for sustainable consumption and production that has been created by UNEP.

(b) Uptake of sustainable consumption and production and green economy instruments and management practices in sectoral policies and in business and financial operations across global supply chains is increased, in the context of sustainable development and poverty eradication

338. The 2030 Agenda for Sustainable Development has increased the attention to the role that businesses and the finance sector play in promoting the uptake of sustainable consumption and production and green economy practices. The uptake of sustainable production and consumption and green economy instruments and management practices in sectoral policies, business and financial operations has accelerated in 2014 and 2015, with 58 additional stakeholders reporting improved management practices or sectoral strategies as a result of their engagement in UNEP activities. This brought the total number of countries, institutions and businesses that had improved management practices or sectoral strategies to 222 since 2011 (biennial target: 200). The Seed Initiative significantly contributed to this growth. In addition, UNEP work in the tourism, agri-food and finance sectors alone engaged 68 new counterparts from Governments and the business community.

(c) Enabling conditions for promoting more sustainable consumption choices and lifestyles are enhanced

339. As at the end of 2015, 82 Governments, companies, and organizations (biennial target: 70) had reported changes in their policies and strategies towards more sustainable consumption patterns and lifestyles. Sustainable public procurement and eco-labelling strategies are being developed and implemented nationally to stimulate demand and supply of sustainable products. The main results in 2014-2015 include the engagement of 10 countries (7 committed to develop sustainable public procurement action plans by 2017, 2 to implement the plans and 1 to redesign an eco-labelling scheme). UNEP supported 28 projects and activities (biennial target: 35) that had catalysed the engagement of stakeholders into the promotion of sustainable lifestyles since 2011.

Subprogramme 7
Environment under review

(a) Global, regional and national policymaking is facilitated by environmental information made available on open platforms

340. A total of 30 global, regional and national forums and institutions (biennial target: 30) cited UNEP documents, reports, speeches and press releases on

environmental trends in their documents and policy statements. For example, the evaluation of the Global Environment Outlook proved that the assessment had been successful in achieving global use by positively contributing to the deliberations and decisions at the United Nations Conference on Sustainable Development and the General Assembly, as well as increasing the attention for the environment in the discussions on the Sustainable Development Goals. The work of UNEP on black carbon was also widely cited by international forums and institutions. With the support of UNEP, 11 United Nations agencies and multilateral environmental agencies (biennial target: 10) used data on environmental trends to influence policy.

(b) Global, regional and national assessment processes and policy planning are informed by emerging environmental issues

341. At the core of the Programme's early warning work are efforts to create attention and foster timely action on emerging environmental issues that pose a threat to the sustainable development of countries. UNEP increased the number of stakeholders from 3 in 2013 to 10 in 2015 (biennial target: 10) that took up scenarios and early warning on emerging environmental issues in their assessment and policy development processes. As notable examples, the topic of microplastics received worldwide press coverage and, at the first United Nations Environment Assembly, a resolution on marine plastic and microplastics was adopted by the Governments. By December 2015, evidence was gathered of 10 examples of the use of early warning materials. As at the end of 2015, 5,480 registered children and youth, sports organizations and World Environment Day participants (biennial target: 5,000) had undertaken activities on the UNEP website or reported through UNEP networks, as a result of targeted messaging on emerging environmental issues.

(c) The capacity of countries to generate, access, analyse, use and communicate environmental information and knowledge is enhanced

342. Seven countries (biennial target: 7) developed information systems and documents that included analysed data and information having their origins in UNEP outputs and processes. Five countries (biennial target: 7) made accessible to the public additional or new environmental data sets and public platforms in comparable formats. Environmental data on five pollutants were made accessible spatially in comparable formats through UNEP Live. Each page on UNEP Live includes links to various United Nations and partner resources and offers charting options for variables that highlight trends over time, by country or region, or globally. Based on surveys, 37 accredited major groups and stakeholders (biennial target: 35) acknowledged involvement in the generation, access to and use of environmental information made available on public platforms. Five major UNEP publications in languages other than English (biennial target: 5) were made accessible through online platforms developed by UNEP.

Section 15
Human settlements

Highlights of programme results

The United Nations Human Settlements Programme provided substantive input to the first-ever integration segment of the Economic and Social Council in May 2014 on the theme "Sustainable urbanization", which contributed to the proposal and approval of the Sustainable Development Goal 11, "make cities and human settlements inclusive, safe, resilient and sustainable". The preparatory process for the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) registered an enhanced engagement in sustainable urban development issues of 637 Habitat Agenda partners and 25 United Nations system agencies. Significant progress was made towards improving policies, plans and designs that support the development of compact, integrated and connected cities and neighbourhoods, with 30 cities adopting these plans by 2015. The Global Land Tool Network contributed to improved security of tenure through the use of the Social Tenure Domain Model to document land rights and register land conflicts in the Democratic Republic of the Congo and Uganda. The Urban Youth Fund benefited 277 youth-led groups from 65 countries and 175 cities. The number of local, regional and national governments that included urban risk reduction and management in their plans rose from 112 in 2014 to 149 in 2015. The application of the City Prosperity Index significantly improved monitoring urban conditions and trends. More than 400 cities are developing their indexes to support evidence-based policy decisions.

Challenges and lessons learned

The main challenge for UN-Habitat with regard to the City Prosperity Index is to create structure and operational conditions that can enable the agency to respond to the growing demand from countries and cities. To address this challenge, UN Habitat intends to decentralize some functions, create external technical support, strengthen capacity and integrate the work of the City Prosperity Index in the other branches and regional offices of the agency. New methods of data collection related to street connectivity and urban form developed by UN-Habitat are now implemented in more than 100 cities. As this is the first time to collect that type of information, it has been time-consuming, especially since partners had to be convinced of the need to articulate spatial information to their data-collection mechanisms.

343. The above-cited results are based on the implementation of 89 per cent of 389 mandated, quantifiable outputs, compared with 87 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the secretariat decreased from 55 in 2012-2013 to 12 in 2014-2015.

344. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 15) and Corr.1).

Executive direction and management

(a) Enhanced policy coherence in the management of human settlements activities in the United Nations system

345. A major milestone achieved towards policy coherence in the management of human settlement activities in the United Nations system was the inclusion of a stand-alone goal on cities and human settlements in the 2030 Agenda for Sustainable Development. This important achievement was a culmination of efforts by various Habitat Agenda partners and local authorities with the support of UN-Habitat. The process commenced at the first-ever integration segment of the Economic and Social Council, held in May 2014 in New York, on the theme "Sustainable urbanization". The Secretary-General's Climate Change Summit also designated "Cities" as one of the priority action areas. The agency's successful engagement within the United Nations community is manifested in the increased number of reports by the Secretary-General to the General Assembly and the Economic and Social Council, and other key system-wide documents integrating UN-Habitat inputs on cities and human settlements, which increased from 40 in 2013 to 51 in 2015 (biennial target: 45).

(b) Improved use of performance information from evaluations to influence management decision-making and performance improvement

346. UN-Habitat has used evaluations as a means of accountability, programme and project improvement and learning in the past three years. The current level of evaluation use in UN-Habitat reflects an emerging evaluation culture, following the establishment of the Independent Evaluation Unit in 2012 and the adoption of the UN-Habitat evaluation policy in 2013. UN-Habitat evaluations have had several uses, including influencing decision-making and improving performance. As at the end of 2015, 76 per cent of accepted evaluation recommendations (biennial target: 80 per cent) had been implemented within the planned time. Survey results of project managers (December 2015) showed that 75 per cent of respondents (biennial target: 65 per cent) felt that UN-Habitat evaluation findings, lessons and recommendations had been used in UN-Habitat to influence decision-making, 50 per cent of respondents felt that evaluations had been used to promote accountability and 85 per cent of respondents felt that evaluations had contributed to programme or organizational improvements, while 65 per cent respondents felt that evaluations had contributed to organizational learning.

(c) Reduced exposure of UN-Habitat to risks, legal liabilities and claims

347. Timely and efficient legal and policy advice are consistently provided on diverse substantive and procedural issues while supporting the operational and normative work of UN-Habitat, so as to reduce the exposure of UN-Habitat to risks, legal liabilities and claims both internally and externally. There has been a steady reduction of loss to the agency and of unnecessary and expensive claims and liabilities against the organization and a significant reduction in the number of cases against the organization from partners, staff members or other institutions. The

percentage of agreements and legal instruments exposing the agency to risks and liabilities had decreased from 5 per cent at the end of 2013 to 2 per cent at the end of 2014 and less than 0.5 per cent by the end of 2015 (biennial target: 0 per cent).

(d) *Enhanced engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development*

348. There was progress in the engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development, as evidenced by the number of new agreements signed with various Habitat Agenda partners, including with World Urban Campaign partners, which had increased from 457 in 2014 to 637 by December 2015 (biennial target: 335). The number of evidence-based initiatives with other United Nations agencies contributing to the promotion of sustainable urban development reached 71 (biennial target: 50). A total of 283 partners (biennial target: 250) actively contributed to and participated in the preparatory formal process for Habitat III. Remarkable initiatives by and with other United Nations agencies include: the "Growing greener cities in Latin America and the Caribbean report"; the Global Call for Action on city region food systems and sustainable urbanization, launched by FAO in April 2014; and the strengthening of the collaboration of UN-Habitat with UNEP, through the Greener Cities Partnership.

(e) *Enhanced awareness and mobilization of the public and the media on sustainable urban development*

349. UN-Habitat launched a new website (http://unhabitat.org/), alongside a new corporate social media strategy. The number of media articles and electronic debates on sustainable urbanization had reached 45,220 by the end of 2015 (biennial target: 45,000). As at December 2015, the number of hits and downloads had reached 4 million (biennial target: 2.8 million), while the number of reads was 1.6 million (biennial target: 1 million). All information on the UN-Habitat website, including the agency's portfolio, had been fully updated and stood at 100 per cent by the end of 2015. As at December 2015, 180 key partner countries (biennial target: 100) had undertaken awareness-raising activities to promote sustainable urban development, including the World Urban Campaign, World Habitat Day and World Cities activities. The World Urban Campaign, a global advocacy platform on sustainable urbanization, is now engaging 136 non-governmental and private sector organizations, among which were 65 new partners. UN-Habitat organized and participated in a number of high-level international events.

(f) *Increased core income of UN-Habitat*

350. The resources mobilized towards the Habitat and Human Settlements Foundation (general purpose) continued to decline. Only $7.5 million (biennial target: $46 million) was raised by UN-Habitat during the biennium. UN-Habitat has adopted a multipronged approach that starts with strengthening its resource mobilization strategy and, among other things, targeting new and former traditional donors, as well as the private sector.

Subprogramme 1
Urban legislation, land and governance

(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement enabling legislation for improving urban extension, densification, urban planning and finance

351. Satisfactory progress was achieved towards improving the capacity of local and national governments and other Habitat Agenda partners to implement enabling legislation for improving urban extension, densification, planning and finance, as evidenced by the number of consultative legal reform processes, which had increased from 21 in 2014 to 25 by the end of 2015 (biennial target: 23). The increase is attributed to new initiatives in Colombia, Iraq, Mexico and Mozambique. The UN-Habitat approach to urban law gained traction, as evidenced by the growing number of requests (including from other United Nations agencies) for technical support on global urban legal challenges. The creation of the urban law database has led to increased awareness on and improved access to urban legislation. The database features 572 laws (from 68 countries) on seven areas critical to sustainable urbanization.

(b) Increased capacity of local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities

352. The Global Land Tool Network made significant inroads into equipping partners with skills and knowledge for policy formulation on tenure issues through its innovative programmes, methodologies, tools and approaches. This is evidenced by the number of programmes to improve security of tenure for vulnerable groups, implemented by partner local and national governments and other Habitat Agenda partners, which had increased from 13 in 2014 to 17 by the end of 2015 (biennial target: 27). The new initiatives were introduced in Mauritius and Nigeria, among other countries. Significant progress was made in the development of global land indicators. There has been progress towards developing a common agenda and approach among key actors to address land issues in the context of conflict prevention, peace agreements and peacebuilding, humanitarian and development efforts. In 2015, an issues-based coalition was set up around land and conflict issues.

(c) Local and national governments and other Habitat Agenda partners improve policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety

353. The capacity of national, territorial and local governments to develop policies and strategies for inclusive and participatory urban governance fostering transparent local governments has been strengthened. This is evidenced by the number of partner local and national authorities and other Habitat Agenda partners that have adopted guidelines on decentralization and access to basic services for all, which had increased from 82 in 2014 to 89 by the end of 2015 (biennial target: 128). Technical assistance was provided to requesting countries to deal with the complex management issues on the provision of basic urban services by different political and administrative bodies (Brazil and Colombia, and the creation of a regional network in Latin America). The number of partner local and national authorities that adopted crime prevention strategies had increased from 81 at the start of the biennium to 97 by the end of 2015 (biennial target: 25).

Subprogramme 2
Urban planning and design

(a) Improved national urban policies and spatial frameworks for compact, integrated and connected cities adopted by partner metropolitan, regional and national authorities

354. The number of partner metropolitan, regional and national authorities that had adopted urban policies or spatial frameworks that support compact, integrated and connected cities had increased from six in 2014 to nine by the end of 2015 (biennial target: 10). In Latin America and Caribbean, UN-Habitat signed an agreement with the government of Michoacán State (Mexico, Urban and Environmental Secretary of Michoacán) to pilot territorial planning, metropolitan governance, urban development, sustainable mobility, slum upgrading and regeneration and housing policies. In Asia-Pacific, interest in the development of national urban policies has increased, as evidenced by the growing number of countries revising existing policies (Nepal and the Philippines) or pursuing new national urban policies (Mongolia, Myanmar and Solomon Islands). In the Arab States, there has been improved knowledge of the importance of national urban policies, following the UN-Habitat-supported assessment report on national urban policies for five countries (Egypt, Jordan, Morocco, Saudi Arabia and the Sudan).

(b) Improved policies, plans and designs for compact, integrated and connected cities and neighbourhoods adopted by partner cities

355. Significant progress has been made towards improving the policies, plans and designs that are supporting the development of compact, integrated and connected cities and neighbourhoods. The progress is reflected in the growing number of partner cities that have adopted policies, plans and designs for compact, integrated and connected cities and neighbourhoods during the reporting period, which had increased from a baseline of 10 in 2013 to 25 by the end of 2014 and had reached 30 by the end of 2015 (biennial target: 20). The new partner cities include Wuzhou, China; El Alamein, Egypt; Kirtipur, Nepal; Mumbai, India; Lima; and Mogadishu. The fast increase is attributed largely to the creation, in 2014, of the Urban Planning and Design Laboratory, an in-house facility to support partner cities in the development of plans and designs. The Laboratory approach makes it possible to respond to increased demand effectively by engaging directly with a large number of cities.

(c) Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities

356. UN-Habitat made satisfactory progress in promoting integrated policies, plans and strategies that contribute to the mitigation of and adaptation to climate change in cities through comprehensive approaches at the national level as well partnerships with cities. This is evidenced by the number of partner city, regional and national authorities that have adopted policies, plans and strategies that contribute to climate change mitigation and adaptation, which had increased from 10 in 2014 to 15 by the end of 2015 at the city level (biennial target: 16), and from 7 in 2014 to 8 by the end of 2015 at the national level (biennial target: 7). At the regional level, the number of partners increased from two in 2014 to three in 2015 (biennial target: 2).

Subprogramme 3
Urban economy

(a) Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth

357. Considerable progress was made towards improving the capacity of partner cities to adopt strategies supportive of inclusive economic growth. This is evidenced by the increase of partner cities that prepared local economic development plans from three in 2014 to seven in 2015 (biennial target: 8). Furthermore, the number of partner cities that had set priorities based on local economic assessment by the end of 2015 rose to 7 (biennial target: 15) up from 4 in 2014. Global achievements in this area comprise mainly the creation and dissemination of knowledge on local economic development strategies, the economic benefits of good urban form, the creation of jobs and livelihoods, and the informal economy. This knowledge base also helped the agency to provide partner cities with necessary advice, training and capacity-building support in these areas. A key achievement in this regard is the production of issues papers on local economic development, jobs and livelihoods and the informal economy for Habitat III.

(b) Improved capacity of targeted cities to adopt urban policies and programmes supportive of increased employment opportunities and livelihoods, with a focus on urban youth and women

358. The number of partner cities that had adopted programmes supporting increased employment opportunities and livelihoods, with focus on urban youth and women had increased from 16 in 2014 to 22 by the end of 2015 (biennial target: 25). Challenges to meet the biennium target of 25 are attributed to funding constraints in Zamfara State in Nigeria and delays in programme delivery in the Future Saudi Cities Programme. The Youth-led Development Programme is promoting the participation and leadership of youth in the social and economic lives of their communities. Since its inception in 2009, the Urban Youth Fund has supported 277 youth groups in 70 developing countries and 172 cities. The Youth Fund e-learning pilot project ended in 2015, with a course completion rate of more than 51 per cent. In September 2015, the project was scaled up to a new phase with funding from Samsung, supporting four social enterprises and four business courses.

(c) Improved capacity of partner cities to adopt policies, plans and strategies for improved urban and municipal finance

359. The number of partner cities that had adopted programmes and strategies for improved urban and municipal finance had increased from 15 in 2014 to 19 by the end of 2015 (biennial target: 5). The new partners are Herat, Mazar-e-Sharif, Jalalabad, and Kandahar, all in Afghanistan. The main reason for the considerable variation between the target and achievement is these four cities that have adopted strategies for enhancing their revenue-generating capacities. Municipal authorities in eight districts in Somalia, seven districts in Puntland, and four cities in Afghanistan have considerably increased revenue generation as a result of various municipal revenue-generating strategies promoted by the agency. In Afghanistan, the revenues generated by the four cities have increased by an average of 15 per cent in the past few years, as a result of the use of a cost-effective methodology of property registration introduced by UN-Habitat.

Subprogramme 4
Urban basic services

(a) *Improved policies and guidelines on equitable access to sustainable urban basic services implemented by local, regional and national authorities*

360. The number of local authorities implementing policies and guidelines on equitable access to sustainable urban basic services had increased from 188 in 2014 to 189 by the end of 2015 (biennial target: 170). This increase is attributed to the Water and Sanitation Programme in Ghana, targeting 265 communities in 21 districts. The number of partner regional authorities implementing policies and the International Guidelines on Decentralization and Access to Basic Services for All increased from six in 2014 to seven in 2015 (biennial target: 7), while the number of national authorities in this area increased from 28 in 2014 to 29 in 2015 (biennial target: 30). Up to seven urban basic services-related Sustainable Development Goals (1, 3, 6, 7, 9, 11 and 12) with 24 targets set were achieved through the agency's active engagement, networking and advocacy under the UN-Water, UN-Energy and other frameworks.

(b) *Increased flow of investments into urban basic services catalysed by UN-Habitat programmes in partner countries with a focus on the urban poor*

361. Notable progress was made towards increasing the flow of investments into urban basic services catalysed by UN-Habitat and its partner programmes. The amount of funds raised increased from $40 million in 2013 to $53.5 million (biennial target: $15 million). This increase is attributable to the funding of new projects mainly in 2014, including the long-term loan from the European Investment Bank of €90 million; the contribution of €14 million by the United Republic of Tanzania for the Lake Victoria Water and Sanitation Programme; Can$ 19.915 million secured from the Canadian Department of Foreign Affairs, Trade and Development for Water for the sanitation and hygiene project in disaster-prone communities in Ghana; $1.48 million from the International Fund for Agricultural Development for community based-water supply project in the Lao People's Democratic Republic and $140,000 from Lane Xang Minerals to upgrade a water treatment plant in Vilabouly District in the Lao People's Democratic Republic.

(c) *Increased use of sustainable urban basic services in partner cities*

362. Progress was made towards increasing the use of sustainable urban basic services in partner cities, as demonstrated by the increase in the percentage of consumers in partner cities with access to sustainable water and sanitation services from a baseline of 65 per cent (1.685 million people) in 2014 to 70 per cent (1.815 million people) in 2015 (biennial target: 70 per cent). This increase is attributed largely to new water and sanitation projects in Ghana, Kenya, the Lao People's Democratic Republic, South Sudan and the United Republic of Tanzania and/or rehabilitation of existing facilities. There was a change in the use of other urban basic services, as evidenced by the increase in the percentage of households in partner cities using a sustainable energy supply, from 48 per cent in 2014 to 55 per cent in 2015 (biennial target: 50 per cent). There was also a change in the use of other urban basic services, as evidenced by the increase in the percentage of households in partner cities using sustainable modes of transport, which had

increased from 57 per cent in 2014 to 60 per cent by the end of the biennium (biennial target: 60 per cent).

Subprogramme 5
Housing and slum upgrading

(a) Global Housing Strategy for inclusive housing, slum upgrading and slum prevention formulated

363. Sixty-nine local, regional, national and supranational authorities and partners have joined the Global Housing Strategy (biennial target: 15). The increase is attributable in part to three new countries (Guyana, Lesotho and Liberia) that requested technical advisory services for a national housing strategy. The number of partner countries working towards the progressive realization of the right to adequate housing as a component of the right to adequate standard of living, including the reduction of unlawful forced evictions had risen from 10 in 2014 to 12 by the end of 2015 (biennial target: 32). The number of partner countries that were implementing sustainable building codes and regulations had increased from 9 in 2014 to 18 by the end of 2015 (biennial target: 3), attributable largely to the successful establishment of the Global Network for Sustainable Housing.

(b) National housing, slum upgrading and prevention strategies and programmes integrating the Global Housing Strategy vision and principles are formulated and implemented

364. The number of national housing, slum upgrading and prevention strategies and programmes had increased from 36 in 2014 to 39 by the end of 2015 (biennial target: 15). The change is attributable to programmes implemented by new partners (Guyana, Djibouti and the State of Palestine) on slum upgrading and prevention aligned to Global Housing Strategy vision and principles. The number of partner national authorities that had commenced the implementation of slum upgrading programmes had increased from 8 in 2013 to 24 by the end of 2014 and 35 by the end of 2015 (biennial target: 30). The participatory slum upgrading programme that was launched in 2008 and reaches out over 50 countries and 160 cities, was, by the end of 2015, becoming the single global platform for increasing awareness on policy change, and for increased institutional, financial and technical capacity to address slums.

(c) National housing, slum upgrading and prevention strategies and programmes integrating Global Housing Strategy vision and principles are mainstreamed and implemented at city and community levels

365. The number of city and community development plans formulated and/or implemented had increased from 24 in 2014 to 34 by the end of 2015 (biennial target: 4). In addition, more than 160 cities improved their knowledge of urban challenges. The target for the pilot projects is to benefit more 100,000 slum households, including those from forced evictions.

Subprogramme 6
Risk reduction and rehabilitation

(a) Improved urban risk reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements

366. The number of local, regional and national governments and other partners that included urban risk reduction and management in their plans had increased from 112 in 2014 to 149 by the end of 2015 (biennial target: 46). An annual review of urban risk reduction policies, strategies and programmes was conducted and provided member organizations with a comprehensive understanding of relevant urban resilience tools. Partner cities in Chile, the Islamic Republic of Iran, Jamaica, Lebanon, New Zealand, Nigeria, the Philippines, Spain, Sri Lanka and the United Republic of Tanzania are embracing integrated a forward-planning, multi-stakeholder approach, to measure and monitor urban resilience to all plausible hazards, and implement strategic, evidence-driven resilience action plans. Building on engagement with the City Resilience Profiling Programme partner cities, UN-Habitat made considerable progress in finalizing the development of various tools for measuring and increasing resilience to multi-hazard impacts, including those associated with climate change. The global City Resilience Profiling Programme indicators were established.

(b) Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements

367. The percentage of partner cities and other human settlements implementing sustainable urban reconstruction programmes, including risk reduction, had increased from 62 per cent in 2014 to 65 per cent by the end of 2015 (biennial target: 65 per cent). In addition, the percentage of UN-Habitat emergency interventions integrating long-term development and risk reduction had increased from 85 per cent in 2014 to 90 per cent by the end of 2015 (biennial target: 90 per cent). The Inter-agency Standing Committee (IASC) Principals, at their meeting in Nairobi in May 2015, acknowledged the important role of urban dimensions of humanitarian crisis and made its commitments to institutionally consider more effective humanitarian urban interventions. In partnership with United Nations sister agencies and international NGOs, a strategy and action plan for new and improved approaches to humanitarian response in urban areas for implementation by all agencies was developed.

(c) Shelter rehabilitation programmes in crises responses have contributed to sustainable and resilient cities and other human settlements

368. The percentage of shelter rehabilitation programmes of UN-Habitat partners contributing to disaster-resilient permanent housing had increased from 40 per cent in 2013 to 42 per cent by the end of 2014 and had reached 45 per cent by the end of 2015 (biennial target: 45 per cent). Similarly, the percentage of shelter rehabilitation programmes of UN-Habitat contributing to disaster-resilient permanent housing had increased from 80 per cent in 2013 to 85 per cent by 2014 and 90 per cent by the end of 2015 (biennial target: 90 per cent). The noted progress is attributable to UN-Habitat and partners that supported settlements recovery, reconstruction and rehabilitation interventions in a broad range of countries from the Syrian regional crisis to the earthquake recovery in Nepal.

Subprogramme 7
Research and capacity development

(a) Improved monitoring of urban conditions and trends

369. There was a notable improvement in the monitoring of urban conditions and trends, as evidenced by the increase in the number of urban observatories using UN-Habitat monitoring tools, methods and data from 288 in 2014 to 303 by the end of 2015 (biennial target: 300). In addition, the number of partner national statistical offices producing urban data and indicators increased from 19 in 2014 to 40 (biennial target: 35). In 2015, at least 15 observatories were established with UN-Habitat support. The observed changes are attributable to an increased demand to use data and information to support policymaking. UN-Habitat contributed to the improved monitoring of urban conditions and trends at the global and local levels by developing dedicated platforms and tools such as the City Prosperity Index and related indicators with a spatial dimension.

(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels

370. There was improved knowledge of sustainable urbanization issues at the local, national and global levels, as evidenced by 130 cities reports produced based on the UN-Habitat three-pronged approach that places emphasis on planning, legislation and local economy. The number of local and national governments that used flagship publications and best practice databases for policy formulation had risen from 200 and 10 in 2014 to 350 local governments (biennial target: 500) and 19 national Governments (biennial target: 50), respectively, by the end of 2015. This increase is attributed largely to the rapid demand for the City Prosperity Index. The number of partner countries producing national cities reports to enhance local and national policy planning had reached 10 by the end of 2015 (biennial target: 20). The deviation from the target was mainly a result of the strategic shift from national to city-level analysis of urbanization, in line with Sustainable Development Goal 11.

(c) Improved capacity of national and local authorities and partners to formulate and implement informed policies and programmes

371. The number of partner local and national authorities that had improved the capacity to formulate informed policies and programmes had increased from 10 in 2013 to 158 by the end of 2015 (biennial target: 15). This growth is attributed largely to the increased number of strategic partnerships and modalities that UN-Habitat has developed for capacity-building through training workshops, urban dialogues and online lectures that reach more national and local authorities. The number of policies and programmes utilizing evidence-based information had also increased, from the 10 in 2013 to 20 at the end of 2014 and 23 by the end of 2015 (biennial target: 15). The number of partnerships with universities and knowledge-based institutions of excellence grew from 148 to 162 during the biennium. The Global Urban Lecture Series has become the agency's most successful and far reaching capacity-building initiative to date, having reached 50,000 viewers by the end of 2015. It was elected the world's second best massive open online courses on cities.

Section 16
International drug control, crime and terrorism prevention and criminal justice

Highlights of programme results

The United Nations Office on Drugs and Crime has contributed to enhancing knowledge to formulate strategic responses on drugs, crime and terrorism issues through technical assistance, training and advisory services. Near universal ratification has been achieved for the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Corruption. The Thirteenth United Nations Congress on Crime Prevention and Criminal Justice (Doha, 12-19 April 2015) adopted the Doha Declaration. The Office also provided substantive and organizational support to the Commission on Narcotic Drugs in the successful preparatory process for the special session of the General Assembly on the world drug problem, to be held in 2016. UNODC support to Member States in preventing and countering terrorism resulted in 43 additional ratifications of the international legal instruments against terrorism and 32 pieces of revised or draft legislation relating to counter-terrorism. UNODC published its flagship reports during the biennium, including the *World Drug Report*, the *Global Report on Trafficking in Persons*, the *Global Study on Homicide 2013*, and the annual report and report on precursors for 2013. UNODC established an enterprise risk management framework and implementation is ongoing. Regular presentations to the Executive Director, senior management and Member States on the recommendations of completed independent evaluations and their adoption rates contributed to an evidence-based dialogue for change and improved performance.

Challenges and lessons learned

Security and political instability in beneficiary countries have in some cases led to the postponement or termination of the delivery of technical assistance. To address these challenges, UNODC often finds alternative venues or makes use of online training platforms.

While the quantity and quality of evaluations have improved, further efforts are crucial to fully institute a culture of integrated programming, transparency and accountability. This entails a need to strengthen evaluation capacity both at the UNODC headquarters and field levels and to advocate for sound evaluation principles at the highest possible political levels.

372. The above-cited results are based on the implementation of 95 per cent of 1,578 mandated, quantifiable outputs, compared with 83 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the secretariat decreased from 89 in 2012-2013 to 29 in 2014-2015.

373. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 16)).

Executive direction and management

(a) Programme of work is effectively managed

374. As at the end of 2015, the Office had implemented 95 per cent of its mandated quantifiable outputs (biennial target — 100 per cent) on or before established deadlines. Ninety-seven per cent of the Executive Committee decisions (biennial target: 95 per cent) were completed for the biennium. The Office contributed to the transformative post-2015 development agenda by promoting access to justice and the rule of law, building on its mandates and expertise on crime prevention and criminal justice. Noteworthy were the role of the Office in the work of the Senior-Level Full Cost Recovery Monitoring Committee, the development of an enterprise risk management framework for UNODC and the United Nations Office at Vienna and the deployment of Umoja.

(b) Improved geographical representation and gender balance of staff

375. In the area of recruitment, out of four geographical appointments at UNODC, two selections, or 50 per cent of recruitments, (biennial target: 20 per cent) were from unrepresented or underrepresented Member States. The representation of women among its staff in the Professional and higher categories reached 43.5 per cent (biennial target: 48.5 per cent), with the following breakdown: 37 per cent for senior positions (P-5 to D-2, 26 female staff) and 45 per cent for non-senior positions (P-1 to P-4, 113 female staff).

(c) Timely recruitment and placement of staff

376. The average number of days that a Professional post remains vacant reached 106.9 days (biennial target: 120 days), outperforming the target. This can be attributed to the increased efforts of the Office to accelerate the recruitment process.

(d) Enhanced policy coherence in the management of counterdrugs, crime and terrorism activities of the United Nations

377. The Office strengthened its inter-agency coordination and cooperation efforts by integrating these functions into the Strategic Planning and Inter-agency Affairs Unit. As a result of enhanced inter-agency cooperation, 42 activities (biennial target: 7) were carried out during the biennium, in collaboration with five entities (biennial target: 7). The Office created a robust structure to monitor the implementation of memorandums of understanding with other entities. Notable efforts included: reinforcing its efforts to partner with the rule of law coordination and resource group to advocate for the inclusion of issues relating to security, justice and governance into the post-2015 development agenda; strengthening its capacity to respond to emerging crisis situations in coordination with partner organizations; stepping up its efforts to develop inter-agency programmes to assist Member States to integrate issues related to security, justice and the rule of law into their development plans; and strengthening joint work in the areas of the 2030 Agenda for Sustainable Development.

(e) The technical cooperation programmes of UNODC evaluated as per the standards of the United Nations Evaluation Group

378. Owing to increased demand by senior management and Member States, the Independent Evaluation Unit stretched its capacity to complete 18 in-depth evaluations of regional, country and global programmes (biennial target: 3), as well as 33 independent project evaluations. Eighty-five per cent of evaluation normative tools (biennial target: 100 per cent) were revised or developed in line with international best practices. The Unit invested in improved results-based management, comprising the updated evaluation application ProFi, now recording the implementation of evaluation recommendations; a meta-analysis of results from 100 evaluations; a knowledge management database on lessons learned and recommendations; a portfolio analysis of all projects and programmes; and an independent quality assessment of evaluation reports, contributing to a culture of accountability and evaluation. Evaluation recommendations were regularly presented to the Executive Director, senior management and Member States. The perception of products and services offered by the Unit was assessed as very useful.

Subprogramme 1
Countering transnational organized crime and illicit drug trafficking

(a) Increased technical assistance implemented, at the request of Member States, to promote the ratification of the international drug control conventions and the United Nations Convention against Transnational Organized Crime and the Protocols thereto

379. Seven additional ratifications (biennial target: 5) were received for the United Nations Convention against Transnational Organized Crime. By the end of 2015, 10 additional ratifications for the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children (biennial target: 3), 4 additional ratifications for the Protocol against the Smuggling of Migrants by Land, Sea and Air (biennial target: 3), and 7 additional ratifications for the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition (biennial target: 6) had been pronounced. As at the end of December 2015, no mechanism for the review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto had been approved by the Conference of the Parties to the Convention.

(b) Increased regional and international cooperation in combating transnational organized crime, illicit trafficking and illicit drug trafficking with the assistance of UNODC in accordance with its mandate

380. The Office supported eight regional initiatives (biennial target: 10) to combat transnational organized crime and illicit trafficking through cooperation agreements. UNODC worked to maintain and strengthen 54 mechanisms (biennial target — 54) to promote cooperation and facilitate exchange between criminal justice agencies. Ten coordination meetings (biennial target: 6) in person and by teleconference were organized with the members of the Inter-Agency Coordination Group against Trafficking in Persons. The Group issued two policy papers (biennial target: 7) on the topics of preventing trafficking in persons by addressing demand and effective remedies for trafficking victims, and also two joint statements on the occasion of the World Day against Trafficking in Persons in 2014 and 2015, respectively. Owing to

the lack of extrabudgetary funds and capacity, the total biennial target of seven policy documents was not fully met.

(c) *Enhanced capacity of the Secretariat to support Member States, at their request, in taking effective action against transnational organized crime and emerging drug and specific crime issues, including in the areas of illicit drug trafficking, money-laundering, trafficking in persons and smuggling of migrants, as well as illicit trafficking of firearms*

381. The Office has provided legal advisory services for the drafting of new legislation or for the review and amendment of existing frameworks on mutual legal assistance and extradition; it provided training on international cooperation in Egypt, the Islamic Republic of Iran, Morocco, Namibia, Saudi Arabia and Tunisia and in the area of protection of witnesses and victims of organized crime to criminal justice officials in Ethiopia, Kenya, Mauritius, Namibia, Rwanda, Seychelles, Uganda and the United Republic of Tanzania. Twenty countries (biennial target: 20) have received assistance for institutional strengthening and capacity-building in border security and control mechanisms and 20 others (biennial target: 20) in the areas of illicit drug trafficking, transnational organized crime, illicit firearms trafficking and firearms control. UNODC provided assistance to 50 Member States (biennial target: 20) with regard to the implementation of the United Nations Convention on Transnational Organized Crime. As at 31 December 2015, the number of measures had reached 58 (biennial target: 57) in the area of combating money-laundering and financing of terrorism and 19 (biennial target: 19) in the confiscation of criminal assets.

Subprogramme 2
Prevention, treatment and reintegration, and alternative development

(a) *Increased application, with the support of UNODC, at the request of Member States, of measures helping individuals in the community to be less vulnerable to drug use and HIV/AIDS*

382. As at 31 December 2015, UNODC had provided evidence-based services related to drug use in the community in 127 countries. Such assistance was provided to implement evidence-based drug use prevention interventions in line with relevant international treaties and based on scientific evidence (25 countries; in line with the biennial target) and/or interventions on drug dependence treatment, rehabilitation and social reintegration in line with relevant international treaties and based on scientific evidence (42 countries; biennial target: 45) and/or develop, adopt and implement strategies and programmes on HIV/AIDS as related to drug users, including injecting drug users, in line with relevant international treaties and based on scientific evidence (60 countries; biennial target: 64). These two targets were not fully met owing to an unforeseen lack of funding available to develop, adopt and implement strategies and programmes on HIV/AIDS as related to drug users, including injecting drug users, which are entirely funded by extrabudgetary resources.

(b) Increased capacity of requesting Member States, with the assistance of UNODC, to help individuals living in prison settings to be less vulnerable to drug use and HIV/AIDS

383. As at the end of 31 December 2015, UNODC had provided evidence-based services related to drug use and HIV/AIDS in prison settings in 60 countries. Such assistance was provided to establish and/or scale up policies and programmes in relation to drug dependence in the criminal justice system, in line with relevant international treaties and based on scientific evidence (12 countries; biennial target: 10) and/or develop, adopt and implement HIV/AIDS prevention, treatment, care and support policies and programmes integrated in a recovery-oriented continuum of care in the criminal justice system, in line with relevant international treaties and based on scientific evidence (48 countries; biennial target: 51). Targets were not fully met owing to the lack of extrabudgetary funding available to support these activities.

(c) Increased capacity of requesting Member States, with the assistance of UNODC, to help individuals who might be or have been trafficked to be less vulnerable to drug use and HIV/AIDS

384. As at 31 December 2015, 20 countries (biennial target: 22) had been assisted by UNODC in developing, adopting and implementing strategies and programmes on drug use and HIV/AIDS as related to human trafficking, in line with relevant international treaties and based on scientific evidence. The deviation of actual performance from the target can be attributed to a lack of extrabudgetary funding available to support this activity.

(d) Improved capacity, with the assistance of UNODC, to design, implement, monitor and evaluate sustainable crop control strategies through alternative development or preventive alternative development

385. The Office has supported 10 countries (biennial target: 10) in developing and implementing sustainable illicit crop control strategies concurrent with national development programmes. Four countries (biennial target: 4) were assisted by UNODC in incorporating environmental conservation programmes addressing illegal logging and wildlife poaching into sustainable crop control strategies.

(e) Improved capacity to provide, with the assistance of UNODC, upon request, sustainable livelihoods (basic social assistance) to populations vulnerable to drug dependence and crime as a result of social and economic marginalization

386. The Office enrolled five countries (biennial target: 5), including Ethiopia, Kenya, Uganda, the United Republic of Tanzania and Zambia, in making relevant basis social and economic services available to populations vulnerable to drug dependence, in accordance with the original programme design and needs assessment.

Subprogramme 3
Countering corruption

(a) Technical assistance provided by UNODC, at the request of Member States, to support ratifications of or accessions to the United Nations Convention against Corruption

387. Ten additional States (biennial target: 10) became party to the United Nations Convention against Corruption, bringing the number of States that have ratified or acceded to the Convention against Corruption to 178.

(b) Enhanced support provided by UNODC to the Conference of the States Parties to the United Nations Convention against Corruption and its subsidiary bodies and the United Nations Congress on Crime Prevention and Criminal Justice, to facilitate decision-making and policy direction

388. Progress was made towards completing the first cycle of the Mechanism for the Review of Implementation of the United Nations Convention against Corruption, with the finalization and publication of 57 country review reports and 62 executive summaries of the respective reports. The total number of countries that have finalized the review of chapters III and IV of the Convention reached 104 (biennial target: 110). With the increase in ratifications and accessions, UNODC faces constraints in meeting the projected target, owing to a lack of human resources and lack of country responses. Eighty-five per cent of Member States (biennial target: 85 per cent) participating in the Conference of the States Parties to the United Nations Convention against Corruption and in the United Nations Congress on Crime Prevention and Criminal Justice expressed full satisfaction with the quality and timeliness of technical and substantive services provided by the secretariat.

(c) Improved capacity of UNODC to support Member States preventing and fighting corruption in line with the United Nations Convention against Corruption and to address economic fraud and identity-related crime

389. During the reporting period, UNODC provided extensive training to build the capacity of specialized institutions to successfully investigate and prosecute corruption. Topics included investigation management, search and seizure operations, document analysis, financial investigations, audits, special investigation techniques, interview techniques, forensic accounting, trial advocacy skills and case management. As at 31 December 2015, 33 countries (biennial target: 20) had received capacity-building assistance in corruption prevention at the national level, at the request of Member States. Twenty-eight countries (biennial target: 10) received assistance with drafting or revising domestic legislation to incorporate provisions of the Convention.

Subprogramme 4
Terrorism prevention

(a) Enhanced technical assistance provided by UNODC, upon request, to contribute to the ratification of the international legal instruments to prevent and combat terrorism

390. The Office was proactive in promoting the ratifications of international legal instruments related to terrorism that resulted in the increase of a cumulative number of

ratifications by assisted Member States from 627 in 2013 to 668 (biennial target: 595). Also instrumental was the assistance to Member States in the harmonization of their national legislation with the international legal standards. Legislative advisory services in reviewing and drafting of national counter-terrorism laws were provided to 25 Member States, resulting in the increase of the number of legislation developed with the assistance of UNODC from 113 in 2013 to 145. By December 2015, the cumulative number of countries provided with legislative assistance had reached 95 (biennial target: 95). UNODC launched 10 new technical assistance tools as well as programmes to support the efforts of Member States to effectively address emerging terrorist challenges, such as foreign terrorist fighters and their radicalization, and initiated work on terrorists benefiting from organized crime.

(b) Improved capacity to prevent terrorism in accordance with the rule of law

391. The Office continued to provide technical assistance to Member States to strengthen the capacity of their criminal justice systems to prevent and counter-terrorism. In this respect, 210 national and regional workshops and training courses were carried out, through which 98 countries were assisted (biennial target: 89). Given a large number of requests from the Member States and the mobilization of sufficient financial resources, the actual number of criminal justice officials trained by UNODC reached 6,263 (biennial target: 3,900). UNODC also intensified efforts to support mechanisms of international cooperation in criminal matters related to terrorism among the Member States. As at the end of 2015, 45 national and regional strategies and action plans for combating terrorism (biennial target: 30) had been developed with the assistance of UNODC. The number of functioning mechanisms of international cooperation to prevent and combat terrorism reached 30 (biennial target: 30).

Subprogramme 5
Justice

(a) Increased assistance provided by UNODC in support of the development and updating of international standards and norms in crime prevention and criminal justice

392. As at 31 December 2015, two standards and norms relevant to specific areas of crime prevention and criminal justice (biennial target: 2) had been developed or updated by countries with the support of UNODC. The United Nations Model Strategies and Practical Measures on the Elimination of Violence against Children in the Field of Crime Prevention and Criminal Justice were adopted and several United Nations Standard Minimum Rules on the Treatment of Prisoners were updated (adopted as the "Nelson Mandela Rules"). In this regard, the efforts of the Justice Section were instrumental in substantively servicing sessions of the Commission on Crime Prevention and Criminal Justice and its Committee of the Whole, as well as in preparing, convening and servicing meetings of relevant open-ended intergovernmental expert groups.

(b) Crime prevention and criminal justice system reform initiatives within the UNODC mandate are developed and implemented in accordance with international standards and norms in crime prevention and criminal justice

393. During the reporting period, UNODC strengthened the capacity of States to improve criminal justice systems in line with the United Nations standards and norms. In particular, the Office assisted 76 Member States (biennial target: 55) to develop and implement crime prevention and criminal justice policies, strategies and measures based on UNODC assessments, advice and programme support and using UNODC tools and trainings. The Office also assisted 15 countries (biennial target: 15) to develop and implement crime prevention initiatives; 5 countries (biennial target: 5) to develop and implement initiatives for the adoption and implementation of professional standards, integrity and oversight mechanisms in the criminal justice system; and 9 countries (biennial target: 8) to address piracy. There is a lack of crime data as well as data on the performance of criminal justice systems, which makes it difficult to develop evidence-based programmes. To make an impact on crime prevention and criminal justice reform, long-term interventions are often needed.

Subprogramme 6
Research and trend analysis

(a) Enhanced access to increased knowledge to formulate strategic responses to address existing and emerging drugs and crime issues

394. During the biennium, UNODC published the 2014 and 2015 editions of the *World Drug Report*; the *Global Report on Trafficking in Persons*; the *Global Study on Homicide 2013*; and regional reports on the Afghan opiate trade and on the illicit proceeds of opiates trafficked on the Balkan route. At the time of publishing the *World Drug Report*, updated country data were made available online. Based on survey responses, 65 per cent of the *World Drug Report* readers (biennial target: 60 per cent) had found the information relevant and useful. The number of references to major UNODC research publications increased considerably from 2,100 in 2012-2013 to 2,700 in 2014-2015 (biennial target: 2,400). The collection and dissemination of country data on drugs and crime had increased to some 6,000 data elements at the end of 2015 (biennial target: 600). The deviation in performance value in relation to the biennial target is attributed to the revised methodology for calculating the target value and the unit of measurement.

(b) Increased capacity to produce and analyse statistical data on trends including those in emerging drug and specific crime issues

395. In terms of increasing the capacity of Member States to produce and analyse statistical data on drugs and crime trends, 40 Member States (biennial target: 20) have received training or other forms of technical assistance on data collection related to drugs and crime. This corresponds to a total of 63 trained national institutions (biennial target: 25).

(c) Improved scientific and forensic capacity to meet appropriate professional standards, including increased use of scientific information and laboratory data for inter-agency cooperation activities and in strategic operations, policy and decision-making

396. The number of laboratories worldwide that participate in the International Collaborative Exercises programme has continued to increase, with more than 200 laboratories in 2015 (biennial target: 130), representing more than 60 Member States actively participating in the programme by providing test results. Of these laboratories, 128 participated in all four ICE rounds of the biennium, which is a crucial element of monitoring and improving analytical performance. Eighty per cent of laboratories in receipt of assistance from UNODC (biennial target: 80 per cent) reported participation in and use of forensic data for inter-agency activities with law enforcement, regulatory, judicial, health authorities and trend analyses. In 2015, 87 per cent of institutions (biennial target: 87 per cent) in receipt of assistance from UNODC reported enhanced scientific and forensic capacity. Normative activities towards internationally accepted standards included developing manuals/guidelines on methods for forensic analysis and laboratory best practices, and in the non-drug sector focused on security document examination.

Subprogramme 7
Policy support

(a) Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice

397. The number of unique visitors to the UNODC website continued to climb during 2015, resulting in an average 315,000 unique visitors per month (biennial target: 225,000). The increase in the number of visitors can be explained in part as a result of the extensive social media outreach efforts undertaken and the growing number of followers who then directly received links to the website content. The two key corporate accounts of UNODC on Twitter and Facebook grew by 22 per cent and 30 per cent, respectively, year-on-year. In addition, an average of 14,500 publications (biennial target: 14,500) was downloaded per month. During 2015, UNODC coordinated awareness-raising around three international days: the International Day against Drug Abuse and Illicit Trafficking (26 June), the World Day against Trafficking in Persons (30 July), and the International Anti-Corruption Day (9 December).

(b) Advance capacity of Member States to implement relevant international conventions and standards and norms under the UNODC mandate

398. The subprogramme continued to manage donor relations and the workflow for all incoming pledges and contributions to UNODC while transitioning to Umoja. The subprogramme was heavily involved in the roll-out of the new funding model, which went live on 1 January 2014, incorporating direct project implementation costs (full cost recovery) to extrabudgetary contributions implemented in field offices. In particular, negotiations were conducted through 2014 with donors concerning the impact of full cost recovery on their pre-2014 contributions, and explanations were given regarding its incorporation in budgets for 2014 and future years. In 2015, the subprogramme acted as the Umoja local process expert in the

management of grants and projects, ensuring the successful conversion of pledges and contributions from the old system to Umoja, which went live on 9 November 2015. Overall income is projected to reach $585 million ($285 million in 2014 and approximately $300 million in 2015) (biennial target: $500 million).

Subprogramme 8
Technical cooperation and field support

(a) Integrated programmes designed and implemented in close consultation with regional entities and partner countries, as appropriate

399. UNODC continued to implement its activities and respond to growing demand of its services through the integrated programme planning, implementation and monitoring. During the biennium, 10 regional integrated programmes (biennial target: 10) were developed and implemented in the field. Data on the percentage of Member States indicating satisfaction were not available during the biennium.

(b) Enhanced transparency, effectiveness, accountability and good governance of UNODC field offices

400. As at the end of 2015, there had been no field office that had received a qualified opinion or adverse audit report observation (biennial target: 0).

Subprogramme 9
Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board

(a) Increased support provided by UNODC to contribute to the decision-making and policy direction processes of the governing bodies related to drug, crime and terrorism issues

401. Based on survey responses, 21 members of the Commission on Narcotic Drugs (biennial target: 13) and 13 members of the Commission on Crime Prevention and Criminal Justice (biennial target: 16) expressed full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat. Ninety per cent of Member States (biennial target: 85 per cent) participating in the United Nations Congress on Crime Prevention and Criminal Justice and responding to the survey expressed full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat. An extensive number of meetings have been serviced, documentation prepared and events organized and these efforts are expected to continue and/or increase.

(b) The International Narcotics Control Board is enabled, with the support of UNODC, to monitor and promote compliance with the relevant conventions through effective decisions and recommendations on matters pertaining to the conventions

402. Based on results of surveys conducted among Board members in 2014-2015, all 13 Board members (biennial target: 7) expressed full satisfaction with the quality and timeliness of substantive services provided by the secretariat to the Board. The number of Board members expressing full satisfaction increased to 100 per cent in 2014-2015, compared with the baseline value for 2012-2013, which was 83 per cent.

Ninety per cent of all the decisions of the Board (biennial target: 85 per cent) were implemented in 2014-2015.

Section 17
UN-Women

Highlights of programme results

The substantive contribution, advocacy and engagement of UN-Women with Member States and other stakeholders ensured focus on gender equality in key intergovernmental outcomes, notably the 2030 Agenda for Sustainable Development. Debates were informed by the findings of the two flagship reports: *The World Survey on the Role of Women in Development* and *Progress of the World's Women*. UN-Women successfully led the 20-year review of the Beijing Platform for Action through activities aimed at renewed political will and commitment to implementation, increased resources, enhanced analysis of policies needed to achieve gender equality, and extensive social mobilization. A historic "Global Leaders' Meeting on Gender Equality and Women's Empowerment: a Commitment to Action" brought together more than 70 leaders. UN-Women supported a global study reviewing the implementation of Security Council resolution 1325 (2000), culminating in a reaffirmation of the women and peace and security agenda by the Council. UN-Women continued to strengthen partnerships and lead successful communications initiatives, including through social media, to influence global agendas. Accountability for gender equality was enhanced through the implementation of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women. At the regional and country levels, UN-Women was instrumental in supporting national implementation of commitments on gender equality, meeting the high demand for capacity development support.

Challenges and lessons learned

At a time of universal commitment by Member States to achieving gender equality and women's rights and empowerment, but also of a climate of new and emerging crises in all parts of the world, it is critical that all stakeholders continue to solidify progress made and accelerate action and investment to effectively overcome gaps that perpetuate inequality and discrimination against women and girls. Looking ahead, UN-Women will focus on supporting the implementation of the 2030 Agenda for Sustainable Development and ensuring that it brings concrete results and improved outcomes for women and girls. UN-Women will seize all opportunities to be a leading voice and advocate for gender equality, and to make a lasting difference for women and girls everywhere.

403. The above-cited results are based on the implementation of 96 per cent of 162 mandated, quantifiable outputs, compared with 93 per cent in the previous biennium. No additional outputs were implemented at the initiative of the Secretariat during 2012-2013 and 2014-2015.

404. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 17)).

Executive direction and management

(a) Programme of work is effectively managed

405. UN-Women continued to lead the promotion of gender equality and the empowerment of women, with an emphasis on five thematic areas: women's leadership and participation, women's economic empowerment, ending violence against women and girls, women's role and leadership in peace, security and humanitarian response, and promoting gender-responsive planning and budgeting. UN-Women actively engaged at multiple levels, including by leveraging its normative support, United Nations coordination and operational activities mandate, to ensure that gender equality and the empowerment of women constitute a central aspect of normative frameworks, such as the 2030 Agenda for Sustainable Development, and that these are implemented at the national level. UN-Women solidified its presence and improved business processes in regions and countries, in accordance with the structure approved by the UN-Women Executive Board. As at 31 December 2015, 96 per cent of its mandated quantifiable outputs (biennial target: 80 per cent) had been implemented.

(b) Timely and quality submission of relevant documents for consideration by the governing bodies

406. During the biennium, UN-Women sought to expand and deepen norms and standards on gender equality and the empowerment of women. The Entity delivered on its normative mandate through substantive support to the Commission on the Status of Women, the General Assembly, the Economic and Social Council and the Security Council, to which UN-Women reports routinely on agenda items on gender equality, as well as through engagement with sectoral intergovernmental bodies to strengthen attention to gender equality in their deliberations and outcomes. In addition, parliamentary documentation prepared by UN-Women supported the work of its Executive Board. These efforts successfully brought greater attention to the gender equality agenda in intergovernmental processes and helped to forge a mutually reinforcing link between normative work and its implementation on the ground. One hundred per cent of documents (biennial target: 90 per cent) were submitted on time for the consideration of governing bodies.

Subprogramme 1
Intergovernmental support and strategic partnerships

(a) Enhanced capacity of intergovernmental bodies, especially the Commission on the Status of Women, for the promotion of gender equality and the empowerment of women, including the integration of gender perspectives in their spheres of activity

407. As at the end of 2015, UN-Women had organized 27 activities (biennial target: 29) supporting the participation of Member States in the deliberations of

intergovernmental bodies. UN-Women serviced the fifty-eighth and fifty-ninth sessions of the Commission on the Status of Women and prepared 100 per cent of all (17) documents (biennial target: 90 per cent) within established deadlines. UN-Women spearheaded comprehensive substantive preparations as well as advocacy, mobilization and alliance-building efforts that enabled broad participation of Member States and engagement of civil society, including at the grass-roots level. The Entity's efforts were instrumental in ensuring the adoption of the agreed conclusions at the fifty-eighth session on challenges and achievements in the implementation of the Millennium Development Goals for women and girls, and of the adoption, at the fifty-ninth session, of the Political Declaration on the occasion of the twentieth anniversary of the Fourth World Conference on Women, and a resolution on working methods.

(b) Enhanced support of UN-Women for the participation of non-governmental organizations in the work of the Commission on the Status of Women

408. UN-Women implemented at least 28 activities (biennial target: 16) to strengthen the participation of NGOs in the work of the Commission on the Status of Women during the biennium. Activities included a civil society organizations' panel at the stakeholders' forum in preparation for the fifty-eighth session, support of regional civil society preparatory meetings for the fifty-ninth session, and the convening of side-line meetings as well as multi-stakeholder side events during the sessions. Prior to each session, the Executive Director of UN-Women wrote to Member States, requesting that members of civil society be included in their national delegations. A total of 2,476 representatives from 482 NGOs participated in the fifty-eighth session and 4,426 representatives from 640 NGOs participated in the fifty-ninth session.

(c) Enhanced capacity of the United Nations system entities to mainstream gender perspectives and to undertake targeted measures to empower women in policies and programmes of the United Nations system in a coherent way

409. UN-Women supported 30 initiatives of United Nations entities (biennial target: 30) in their efforts to incorporate gender perspectives in their policies and programmes and five human resources policy measures of United Nations entities (biennial target: 5) to incorporate gender perspectives in their implementation, including through UN-SWAP. UN-Women developed guidance tools and organized inter-agency meetings and workshops to build capacity on gender mainstreaming and promote knowledge-sharing. In particular, specific guidance on gender mainstreaming in development programming was provided. UN-Women also worked through inter-agency mechanisms, including the Inter-Agency Network on Women and Gender Equality, to ensure the integration of gender perspectives in activities and outcomes.

(d) Enhanced capacity to build partnerships for the accelerated realization of gender equality and the empowerment of women

410. A total of 630 activities (biennial target: 13) were supported by UN-Women aimed at different stakeholders contributing to the promotion of gender equality and the empowerment of women. The difference between the actual number of activities and the biennial target is attributable to a change in methodology, in which a unit of measure "outreach activity" (and not "outreach category") is now used. UN-Women

received pledges for core resources from over 155 Member States, which represents a 19 per cent increase from the number of donors in 2013. An estimated $608 million (biennial target: $700 million) was mobilized as voluntary contributions in support of UN-Women. During the biennium, UN-Women recorded an increase in funding from the private sector compared with 2013 ($5.6 million in 2013, compared with an estimated $8 million in 2015) from both existing and new partners. UN-Women continued to strengthen partnerships with several companies and foundations, as well as with its 14 national committees. These partnerships are beginning to show results in the form of financial resources as well as through concrete partnerships with Governments, the private sector and the media.

Subprogramme 2
Policy and programme activities

(a) Enhanced policy support for the full and effective implementation of the Beijing Platform for Action, the outcomes of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment and advancement of women

411. Key developments in the policy support were the recognition of the centrality of gender equality in the 2030 Agenda for Sustainable Development as a stand-alone goal and gender mainstreaming across the Agenda, and in the agreed conclusions to accelerate the implementation of the Millennium Development Goals for women and girls contained in the Addis Ababa Action Agenda of the Third International Conference on Financing for Development; the adoption of the Political Declaration with clear action commitments at the fifty-ninth session of the Commission on the Status of Women; the commitments made at the "Global Leaders' Meeting on Gender Equality and Women's Empowerment: a Commitment to Action", on the occasion of the twentieth anniversary of the Fourth World Conference on Women; and the inclusion of gender equality in the climate agreement reached at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change. The number of new projects in support of Member States undertaken by UN-Women during the biennium at the national and regional levels reached 94 (biennial target: 60).

(b) Enhanced capacity of UN-Women to effectively support, upon the request of Member States, national mechanisms for gender equality, service delivery institutions and civil society organizations in order to advance gender equality and women's empowerment and to protect women's human rights

412. UN-Women programmes continued to incorporate capacity development priorities and approaches, including through supporting initiatives in 94 countries (biennial target: 92) related to strengthening capacity development to national mechanisms for gender equality, service delivery organizations and civil society organizations. Fifty-one countries that received support from UN-Women (biennial target: 45) aimed at increasing the availability of their national sex-disaggregated data. Initiatives supported partners and constituencies, including government ministries of finance and planning, national women's machineries and other government institutions, civil society organizations and grass-roots women's groups, through training, the provision of technical expertise and financial support

in the development and dissemination of knowledge and learning, the mobilizing of networks and advocating for the inclusion of women's voices and South-South cooperation.

(c) *Increased capacity to lead and coordinate the United Nations system at the country level in supporting Member States upon their request in the implementation of commitments to eliminate discrimination against women and girls, empower women and achieve gender equality*

413. UN-Women led coordination mechanisms on gender equality in 50 countries (biennial target: 45) and participated in the formulation and implementation of development frameworks in 50 countries (biennial target: 40). Currently, some 61 per cent of United Nations Development Assistance Frameworks feature specific results on gender equality, up from 45 per cent in 2014. Fourteen United Nations country teams (biennial target: 20) applied performance indicators on gender equality in the development frameworks and the common country assessments. Following the finalization of the global review of the implementation of gender scorecards by United Nations country teams (covering the period 2012-2014), UN-Women, jointly with United Nations Development Group, is leading on the update of the scorecard tool to reflect lessons learned from the review and to reflect the new 2030 Agenda for Sustainable Development, aligning it with the corporate UN-SWAP.

Section 18
Economic and social development in Africa

Highlights of programme results

The Economic Commission for Africa aimed at strengthening its policy influence in support of Africa's transformation agenda through the production of high-quality, evidence-based and good fit policy research and knowledge delivery services. A defining feature was the adoption by African leaders of the African Union's Agenda 2063 and the Common African Position on the post 2015 development agenda. ECA engagement with leading pan-African institutions, notably the African Union Commission, resulted in the endorsement of the recommendations of the High-level Panel on Illicit Financial Flows from Africa. At the ninth African Development Forum, held in Marrakech, Morocco, in October 2014, more than 900 stakeholders from across the region adopted the Marrakech Consensus on innovative financing for Africa's transformation. The credibility of ECA rested on policy research that highlighted the need for accelerated industrialization as key to the structural transformation of African economies. This was reflected in the Commission's 147 publications and dozens of research papers on strategic subjects, such as industrial policy, macroeconomic forecasting, progress on the Millennium Development Goals, climate change, and the socioeconomic impact of the Ebola virus disease, among many others, widely distributed and debated among policymakers. In addition, up to 50 countries, including more than 1,120 public officials (about 363 females, representing 33 per cent) have benefited from training courses

and other key events in the areas of economic management and development planning during the biennium.

Challenges and lessons learned

During the biennium, ECA has noted an increased demand from member States and regional economic communities for analytical inputs, capacity-building and policy advice. The streamlining of recruitment and procurement processes and time taken to process partnership agreements, particularly for extrabudgetary activities has been an operational challenge. ECA has concluded strategic partnerships with key partners that have enabled the Commission to have a greater impact in terms of reducing transaction costs, programme delivery and optimize the use of its resources. In-house collaboration to ensure resource synergies, and rethinking the capacity building strategy is being considered as an effective instrument. By establishing and implementing an evaluation policy and plan, ECA is underpinning the commitment to measuring the long-term impact of its intervention, which has been a challenge to the Commission.

414. The above-cited results are based on the implementation of 98 per cent of 428 mandated, quantifiable outputs, compared with 97 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the secretariat increased from 5 in 2012-2013 to 19 in 2014-2015.

415. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 18)).

Executive direction and management

(a) Programme of work and resources thereto are effectively coordinated, managed, evaluated and quality assured

416. As at December 2015, ECA had delivered 98 per cent of its mandated quantifiable outputs (biennial target: 100 per cent) within established timelines. The budget utilization rate reached 95 per cent of the allotment of the biennium (biennial target: 100 per cent). One hundred per cent of ECA publications (biennial target: 100 per cent) produced in 2014-2015 were externally reviewed. With regard to evaluation, the first 18 months of the 2014-2015 programme of work were devoted to the establishment of a corporate institutional basis for the ECA evaluation function that applies across all subprogrammes. An evaluation policy was endorsed and adopted by ECA leadership that seeks to increase organizational learning, support accountability and transparency, coherence and efficiency in generating and using evaluative knowledge for effective management for results.

(b) Increased timeliness of submission of documentation

417. The Commission held its forty-seventh session in Abuja in March 2014, and its forty-eighth session in Addis Ababa in March 2015. One hundred per cent of pre-session documents (biennial target: 95 per cent) were submitted in accordance

with the required deadline. ECA was commended for making the related parliamentary documentation available to participants ahead of time, including using the conference website of the African Ministers of Finance, Planning and Economic Development to provide documentation as it became available.

(c) Identification of emerging issues that require attention by member States

418. One hundred per cent of emerging issues (biennial target: 90 per cent) identified by ECA resulted in recommendations by intergovernmental bodies. At the forty-seventh session, the African Ministers of Finance, Planning and Economic Development deliberated on the theme, "Industrialization for inclusive and transformative development in Africa", a subject that has gained momentum owing to the renewed recognition of its potential, role and importance in accelerating and sustaining Africa's growth and transformation. A series of recommendations were adopted that recognized emerging issues on the continent and aimed to have lasting implications for Africa. At the forty-eighth session, the Ministers addressed the issue of "Implementing Agenda 2063: planning, mobilizing and financing for development". The conference produced a ministerial statement that identified pertinent issues of focus for Africa's development. In addition, the Ministers endorsed the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024 and deliberated on the issue of the outbreak of the Ebola virus disease, which had a devastating impact on Guinea, Liberia and Sierra Leone.

(d) Enhanced policy coherence in the management of the economic and social activities of the United Nations

419. Regional Coordination Mechanism clusters implemented 35 joint programmes (biennial target: 25) in support of NEPAD programmes at the regional level. At the fifteenth session of the Regional Coordination Mechanism for Africa (Abuja, 28-30 March 2014) the Mechanism agreed to further consultations with the secretariat of the United Nations Development Group on developing linkages between the Mechanism, the Subregional Coordination Mechanisms, the United Nations Development Group Regional Directors Team, and the United Nations country teams. At the subregional level, the United Nations system is now engaging with the regional economic communities to provide technical support through the Subregional Coordination Mechanism Business Plans developed around the priorities of the regional economic communities for joint implementation of activities by United Nations system organizations.

(e) Enhanced communication, advocacy and promotion of ECA knowledge products through strategic communication, information, marketing and advocacy

420. The activities of ECA have been increasingly covered on radio, television and online media, including social media platforms, as evidenced by 8,887 media articles (biennial target: 2,000), 36,746,552 web visits and downloads of its public information products (biennial target: 22.5 million); a constituency of 17,341 followers on Twitter; 6,323 Facebook followers on the ECA and Executive Secretary's accounts; an additional 1,112 followers on the ECA Facebook subthematic pages (governance, minerals, trade and regional integration); 31 blogs; more than 120 radio and television interviews, including on BBC, Al Jazeera, SABC, CNBC, Le Monde and Radio France Internationale; and more than 1,700 media articles that appeared in a number of top-tier outlets, including *The Financial Times*.

(f) Enhanced information and communications technology business enabler and partner to provide stable, secure, reliable, redundant and cost-effective access to ECA information and communications technology and knowledge resources, for all staff members and key stakeholders

421. As at December 2015, 80 per cent of all information and communications technology projects (biennial target: 80 per cent) had been implemented. ECA deployed the Inventory+ Application, which has automated and simplified the request and tracking of inventory items; initiated Xendesktop (Virtual Desktop) project, currently in the performance testing phase, including the deployment of a new storage area network; deployed the Call Centre system and new servers for the corporate website, the Executive Secretary's blog and library services; completed the coordination of the Internet bandwidth upgrade for all subregional offices; delivered the new multiprotocol label switching link to Valencia and Brindisi, currently in production and servicing Umoja; finalized the ICT infrastructure project for the new office facility; continued support to the operation of the data centre, servers, the internal and external network and the information security infrastructure; and deployed the new radio network by installing four new digital radio repeaters.

(g) Improved quality and consistency of the Commission's documents and publications, while reducing carbon emission

422. In October 2014, ECA celebrated 10 years since being awarded the ISO-14001:2004 certification. The Printing and Distribution Unit continued to reinforce the use of 100 per cent recycled 80 grams per square metre, chlorine-free paper for printing; and chemical-free plate processing system to reduce the release of harmful chemicals into the environment. ECA has increased the use of recycled paper, as evidenced by the 20,064 reams of recycled paper (biennial target: 20,064) utilized during the biennium. Effort is also being made to ensure that all conference documents are printed in black and white instead of the chemical-hungry colour printing. One hundred per cent of ECA publications (biennial target: 100 per cent) conform to the harmonized design of the Commission's publications.

(h) Build new, and strengthen existing, partnerships and broaden the extrabudgetary ECA resource base

423. During the reporting period, ECA entered into and managed a total of 222 partnerships (64 new and 158 existing partnerships). During the same period, ECA mobilized a total of $49,639,000 in extrabudgetary resources (biennial target: $73 million) to support the Commission's normative and operational activities. The Joint Financing Arrangement, comprising Denmark, Norway, Sweden and the United Kingdom, contributed a total of $12.2 million, while Canada provided a sum of $7.48 million. Other significant contributions came from the European Union ($6.54 million) in support of the Land Policy Initiative. Australian Aid contributed a sum of $1.87 million to support the African Minerals Development Centre. Furthermore, in 2014 and 2015, ECA continued to receive funding support from other international partners. In supporting the vision of the Commission to become the premier think tank on African development matters, significant efforts are being made to partner with key research institutions on the continent and beyond.

Subprogramme 1
Macroeconomic policy

(a) Improved capacity of member States to design sound economic policies and national development strategies and plans

424. The subprogramme has influenced policy formulation and development process through the dissemination of its policy research findings and associated policy recommendations using its knowledge products, such as the *Economic Report on Africa*, the report on the Ebola virus disease, the Millennium Development Goals reports and the economic forecasting model. The different activities under this expected accomplishment have resulted in benefiting a total of nine countries (biennial target: 10) during the biennium. The ECA economic forecasting model has been customized and adopted in six countries, including Algeria, Ethiopia, Ghana, Kenya, Nigeria and South Africa. In addition, ECA produced a research report on the Ebola virus disease that provided forecasting on economic growth prospects for the three African countries (Guinea, Liberia and Sierra Leone) affected by the virus. The ECA advocacy work based on the report has played significant role in the debt relief by multilateral institutions in the three countries.

(b) Increased capacity of member States to promote private sector development and mobilize domestic and external resources for development

425. The subprogramme influenced policy on private sector development and the mobilization of domestic and external resources for development. This is evidenced by its work on mobilizing development finance during the ninth African Development Forum (Marrakech, Morocco, 12-16 October 2014), under the theme "Innovative sources of financing Africa's transformation". The Forum resulted in the adoption of the Marrakech Consensus, which outlined key commitments towards innovative financing for Africa's transformation. Ten countries (biennial target: 10) have used ECA research and advocacy work to promote private sector development; while 10 countries (biennial target: 10) have adopted policies on the mobilization of resources for private sector development. ECA supported countries in addressing key challenges in resource mobilization through a study entitled "Strategies to mobilize resources and investment for structural transformation in Africa". The subprogramme played a critical role in raising awareness and facilitating consensus building on Africa's priorities for financing for development.

(c) Enhanced capacity of member States to adopt good economic governance practices and standards as well as efficient, transparent and accountable public sector practices

426. The number of African countries using ECA research and advocacy work in improving good economic governance practices, policies and standards increased from 18 in 2012-2013 to 24 in 2014-2015 (biennial target: 24). In addition, ECA supported four additional countries in adopting policies on economic governance, bringing the total number of countries to 22 (biennial target: 22). During the biennium, ECA provided technical support to the High-Level Panel on Illicit Financial Flows from Africa in preparing its report. The report was submitted to the twenty-fourth Summit of African Union Heads of State and Government, held in 2015, which resulted in the adoption of the Special Declaration on Illicit Financial Flows. Following the recommendations of the final report, the subprogramme has

undertaken further research on the impact of illicit financial flows in Africa, jointly with the African Minerals Development Centre.

Subprogramme 2
Regional integration and trade

(a) Enhanced capacity of member States and regional economic communities to develop and implement policies and programmes in the areas of intra-African trade and international trade and negotiations in support of regional integration

427. Progressive achievements have been made in boosting intra-African trade and in enhancing Continental Free Trade Area initiatives among member States and regional economic communities, as evidenced by 29 countries and regional communities (biennial target: 29) that have developed and implemented policies or programmes in the context of free trade areas, or customs unions. The ECA African Trade Policy Centre has facilitated the preparation of "action plans" on boosting intra-African trade and on the Continental Free Trade Area on a pilot basis for Tunisia, the United Republic of Tanzania and the Arab Maghreb Union. Capacity-building for member States through workshops and training has been provided in the special area of "trade negotiations" related to economic partnership agreements. The number of countries that have adopted or implemented common positions in the area of international trade or trade negotiations increased from 10 in 2012-2013 to 15 in 2014-2015 (biennial target: 15).

(b) Improved capacity at the national, subregional and regional levels for designing and implementing effective policies and programmes in the areas of food security, agriculture and land management

428. Eleven countries and regional economic communities (biennial target: 11) have designed and implemented policies or programmes aimed at achieving agriculture development and food security. At the joint conference of the African Union and ECA of Ministers of Agriculture, Rural Development, Fisheries and Aquaculture (Addis Ababa, 28 April-2 May 2014), the Ministers adopted a resolution with commitments to implement the seven key goals of Africa's Accelerated Agricultural Growth and Transformation. ECA has launched a major research initiative on Africa's agriculture and rural transformation drawing from the ongoing transformational experiences of selected African economies. The study has been conducted so far in five representative African countries. In the area of land management in Africa, six regional economic communities and two member States have developed workplans for the implementation of the Declaration on Land Issues and Challenges in Africa. Seventeen countries and regional economic communities (biennial target: 17) have designed or implemented policies addressing land management issues as a result of the work of ECA.

(c) Enhanced capacity of member States and regional economic communities to develop policies and programmes in the areas of industrialization, infrastructure, energy and investment

429. As a result of ECA research and advocacy work, 13 countries and regional economic communities (biennial target: 13) have developed policies and programmes in the areas of industrialization, infrastructure, energy or investment. ECA contributed discussion papers and serviced the third session of the African

Union Conference of African Ministers of Transport (Malabo, 7-11 April 2014). The African Road Safety Charter and the regional review report on the status of implementation of the Almaty Programme of Action were adopted by the Conference. A regional platform forum on monitoring and evaluation of the implementation of regional infrastructure projects was initiated, and the first forum was convened on 24 July 2014. The ECA Observatory on Regional Integration in Africa is fully operational and regularly updated to provide real-time data on country profiles and treaties. An accelerated action plan for the implementation of the biofuels programme for household and transport use was developed.

Subprogramme 3
Innovations, technologies and management of Africa's natural resources

(a) Enhanced capacity of member States and regional economic communities to nurture and harness new technologies and innovations for development

430. The subprogramme increased the number of national, subregional and regional initiatives harnessing new technologies and innovations for development from 15 initiatives in 2012-2013 to 28 initiatives in 2014-2015 (biennial target: 20). These included policy frameworks, indicators for measuring and benchmarking and knowledge products to support an evidence-based policy process. For example, the e-government strategy and indicators developed for Guinea have enhanced the knowledge of policymakers and users on making technology work for administration, leading to the improvement of services to citizens. Five policy briefs to support evidence-based policy in technology and innovation have been completed. The subprogramme promoted more than 10 inventors and networks of innovators (biennial target: 5) from Ethiopia, Kenya, Malawi, Uganda, the United Republic of Tanzania and Zambia who have improved the technical competencies of students and researchers to design and commercialize technological innovations for improved national health-care outcomes.

(b) Enhanced capacity of member States to formulate and implement policy reforms to achieve a green transformation and realize fuller benefits from critical sectors, including the mineral sector

431. Three countries (biennial target: 2) have formulated or implemented policy reforms to achieve a green transformation, while case studies have been completed in five countries (Burkina Faso, Ethiopia, Gabon, Mozambique and Tunisia). As at December 2015, five countries (biennial target: 5) adopted policies or regulatory frameworks for the management of mineral resources, in line with the Africa Mining Vision. For example, the legislative framework reform process has been officially launched in Lesotho; a draft core minerals policy has been developed in Sierra Leone; and the Country Mining Vision formulation process has started in the United Republic of Tanzania. The subprogramme has also undertaken reconnaissance missions to Ghana and Guinea and has launched the Africa Mining Vision-compliant mineral policies process in these countries.

(c) Improved capacity of member States and intergovernmental bodies to plan for climate change in development policies, strategies and programmes

432. The subprogramme increased the number of countries that have factored climate change into development frameworks and policies using ECA research and advisory

work, from 10 in 2012-2013 to 27 in 2014-2015 (biennial target: 15). This remarkable achievement was a result of increased demand from member States that have a more mature knowledge of their current and future needs, and were able to articulate them in the areas of energy efficiency, climate resilience agriculture, and support relating to how countries can harness gains from blue and green economies. Fifty-eight technical support activities were carried out; 33 undertakings entailed training, workshops, awareness-raising, consensus building and policy dialogues. The result was different knowledge products that contributed to the improved capacity of countries in mainstreaming climate change in their planning strategies and key development sectors.

Subprogramme 4
Statistics

(a) Enhanced capacity of member States to produce and disseminate quality statistics in support of their development efforts

433. Twenty-four countries (biennial target: 21) designed and implemented the current version of the National Strategy for the Development of Statistics. The implementation of National Strategy raised the profiles of statistics, and resulted in increased quality and quantity of data of the countries. ECA, in collaboration with regional partners, designed a manual on the second National Strategy. ECA also continued to provide leadership in the implementation of the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics. Twenty-two African countries have already conducted civil registration and vital statistics system assessments and have either developed or are in the process of developing national plans of action based on the assessments. All countries in Africa have at least three data points on 30 or more Millennium Development Goal indicators, with a total of 54 countries since 1990 (biennial target: 54).

(b) Improved availability of harmonized and comparable statistics in support of national, regional and international development efforts

434. The subprogramme continued to lead the implementation of System of National Accounts in Africa, in order to address the challenges African countries face in producing timely and quality national accounts and economic statistics. The number of countries for which data are obtained through national statistical offices and central banks increased from 38 in 2013 to 44 in 2015 (biennial target: 44). Two technical documents were developed, including the handbook on supply and use tables: compilation, application and good practices and the guidebook on the use of administrative data in national accounts. ECA also continued to develop numerous information and knowledge resources, applications and services for development at the national, regional and subregional levels. The *African Statistical Yearbook 2014* was published and distributed to end users in Africa in hard copies, CDs and electronic media.

Subprogramme 5
Capacity development

(a) Strengthened capacity of the African Union to accelerate implementation of the priorities of its organs and institutions

435. Twenty projects (biennial target: 15) were completed during the biennium with the support of ECA in the context of the implementation of the priorities of NEPAD.

To support the African Union and the work of NEPAD in the formulation of Agenda 2063, ECA initiated a platform, which, for the first time in 10 years, brought the African Union and NEPAD in contact with the chief executives of development planning in Africa, resulting in a substantive contribution to the finalization of the vision. ECA partnered with the African Union, the NEPAD Planning and Coordination Agency, the African Capacity-Building Foundation and UNDP to scope the capacity gaps of the African regional economic communities and respond to them. ECA promoted the implementation of the Dakar Agenda for Action, and increased private sector investment in the 16 regional infrastructures projects identified at the Dakar Financing Summit for Africa's Infrastructure, held in June 2014.

(b) Strengthened capacity of pan-African institutions, regional economic communities and member States to conduct sound policies for the advancement of the development agenda of Africa

436. Twenty countries and regional economic communities (biennial target: 15) have used the research produced by ECA in the formulation of implementation of policies. Industrialization was the topic of *Economic Report on Africa 2015*. As a result, the majority of the requests for technical support focused on industrialization and development. As ECA supported the development of the post-2015 development agenda and Agenda 2063, most Pan-African institutions, regional economic communities and member States found that they needed capacity to either develop or revise existing policies and strategies, especially in the light of the gaps identified in the study on illicit financial flows. ECA continued to advance the ideals of the African Peer Review Mechanism and assisted countries in the development of national plans of action.

Subprogramme 6
Gender and women in development

(a) Increased capacity of member States and regional economic communities to implement and report on gender equality and women's empowerment obligations and address emerging issues that have an impact on women

437. During the biennium, 52 countries and regional economic communities (biennial target: 15) reported progress in the implementation of the gender equality and women's empowerment obligations. This is particularly evident in the 51 national review reports submitted by African member States in the ongoing Beijing+20 review. All the national review reports point to laudable efforts in the formulation and implementation of various legal frameworks, polices, strategies and action plans aimed at accelerating gender equality and women's empowerment in various spheres. The key role played by the subprogramme's strategy to accelerate the implementation of the Beijing +15 recommendations cannot be overlooked in this success.

(b) Increased capacity of member States and regional economic communities to mainstream gender concerns into national policies and programmes

438. The subprogramme worked with 21 countries (biennial target: 20), the African Union Commission and the Common Market for Eastern and Southern Africa (COMESA) to support the strengthening of their capacity in mainstreaming gender concerns into national policies and programmes. These efforts focused on three

pillars, namely: women's economic empowerment, women's human rights and the social sector. In operationalizing the economic pillar, initiatives on artisanal and small-scale mining were undertaken in the Democratic Republic of the Congo, Ghana, Guinea, the United Republic of Tanzania and Zambia — in collaboration with the African Minerals Development Centre, to assist the five countries in mainstreaming gender in mining policies. The human rights pillar was implemented through the undertaking of a policy dialogue by 13 countries using the e-network of national gender machineries on addressing female genital mutilation in national policies. With data collection undertaken through partnership, a factsheet on female genital mutilation in 21 African countries was produced.

Subprogramme 7
Subregional activities for development

Component 1
Subregional activities in North Africa

(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics and policy analysis in support of national and subregional development priorities

439. The subregional office for North Africa contributed to improving the capacity of member States in areas related to the participation of countries in global and regional values chains and the development of innovative and integrated policies for green and sustainable growth. The country profiles production mechanism has been refined during the biennial period. Eight country profiles (Algeria, Egypt, Mauritania, Morocco (2), the Sudan and Tunisia (2)) (biennial target: 8) were produced. These country profiles provided accurate and up-to-date data on the macroeconomic and social performance of member States. Four of them had a thematic analysis on issues related to the green economy. National representatives' capacities have been improved on the use of remittances through the exchange of experiences. The national reports were aimed at providing an assessment and recommendations to enhance the impact of remittances in financing development in selected North African member States (Algeria, Morocco and Tunisia).

(b) Strengthened capacity of the Arab Maghreb Union and other subregional actors to accelerate the design or the implementation of subregional initiatives

440. Initiatives and programmes to support the Arab Maghreb Union and its member States were assessed and adapted to the new socioeconomic context of the subregion and resulted in three main subregional initiatives (biennial target: 3) that had been formally launched as at December 2015. A regional platform to support the Arab Maghreb Union was adopted to strengthen and improve the efficiency of integration partnerships in North Africa. The Multi-Year Programme of Cooperation 2014-2015 between the subregional office and the Arab Maghreb Union was adopted. In addition, an action plan for North Africa, to simplify and harmonize customs formalities and inter-State transport-transit and to reduce the direct and indirect costs of commercial transactions, was validated by the member State experts of the Arab Maghreb Union. In addition, the capacities of the Arab Maghreb Union have been reinforced in the field of rules of origin and customs harmonization and electronic exchange of customs documents between member States.

Component 2
Subregional activities in West Africa

(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics in support to national and subregional development priorities

441. The subregional office for West Africa prepared eight country profiles (biennial target: 8) for Cabo Verde, Côte d'Ivoire, the Gambia, Ghana, Guinea, the Niger, Nigeria and Senegal using quality and timely statistical data provided by member States. Among the highlights were the provision of technical assistance to Côte d'Ivoire in the framework of the creation and establishment of the Pan-African Centre for Statistical Training; the completion of a technical assistance mission to the Gambia (at Serrekunda) to kick start the capacity-building pilot project with the Bureau of Statistics; and the signing of an addendum to the memorandum of understanding with the West African Economic and Monetary Union and close collaboration with the Union on statistics.

(b) Strengthened capacity of the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union (WAEMU) to accelerate the implementation of subregional initiatives

442. Twelve regionally agreed initiatives (biennial target: 10) were implemented by the Economic Community of West African States and the West African Economic and Monetary Union, with support from ECA. Various reports were prepared by the subprogramme, including on the Intergovernmental Committee of Experts, on the implementation of the work programme of the subprogramme in 2013 and perspective for 2014; on the implementation of subregional initiatives in West Africa; and on the implementation of regional and progress report on international agendas, including NEPAD, among others. One non-recurrent publication on tracking progress on macroeconomic policy and institutional convergence in West Africa was finalized and widely disseminated.

Component 3
Subregional activities in Central Africa

(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics in support of national and subregional development priorities

443. The subregional office for Central Africa, through the production of eight country profiles (biennial target: 8), contributed to strengthening the capacity of Cameroon, the Central African Republic, Chad, the Congo (2), Equatorial Guinea, Gabon, and Sao Tome and Principe, with accurate and timely statistical data produced by member States. Of the eight country profiles produced, four were examined during the meeting of the Intergovernmental Committee of Experts, which formulated policy recommendations, such as the need to step up the pace of regional integration and economic diversification.

(b) Strengthened capacity of the Economic and Monetary Community of Central Africa (CEMAC) and the Economic Community of Central African States (ECCAS) to accelerate implementation of subregional initiatives

444. Four initiatives (biennial target: 4) have been implemented by the Economic and Monetary Community of Central Africa (CEMAC) and the Economic

Community of Central African States (ECCAS), with support from ECA. CEMAC member countries agreed to allow a free movement of people within the community, and ECCAS member countries adopted a road map for the upgrading of companies in Central Africa for their transition to the green economy. Furthermore, experts of ECCAS members States agreed on the necessity to extend the CEMAC macroeconomic convergence framework to ECCAS. The subregional office for Central Africa helped to influence the decision of Heads of States of West and Central Africa in supporting countries affected by Boko Haram.

Component 4
Subregional activities in East Africa

(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics and policy analysis in support of national and subregional development priorities

445. The subregional office for East Africa prepared eight country profiles (biennial target: 8) for the Democratic Republic of the Congo, Djibouti, Kenya, Madagascar, Rwanda, Somalia, Uganda and the United Republic of Tanzania. Institutional collaboration was strengthened with the ministries of planning and national statistical offices in the selected member States during the preparation of country profiles.

(b) Strengthened capacity of the East African Community and the Intergovernmental Authority on Development to accelerate the implementation of subregional initiatives

446. Five regionally agreed initiatives (biennial target: 5) were implemented as flagship projects approved to operationalize the Subregional Cooperation Mechanism Business Plan. As a follow-up to the launch of the Sustainable Tourism Master Plan for the Intergovernmental Authority on Development region, the subregional office supported the operationalization of the master plan in selected pilot countries, namely, Djibouti, Ethiopia, Kenya, Rwanda and Uganda. The regional food security programme was being implemented in six pilot countries and three regional economic communities.

Component 5
Subregional activities in Southern Africa

(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics in support of national and subregional development priorities

447. The subregional office for Southern Africa prepared eight country profiles (biennial target: 8) for Angola, Botswana, Lesotho, Malawi, Namibia, Swaziland, Zambia and Zimbabwe. Furthermore, the office also held consultations with individual national statistical offices of the member States under the jurisdiction of the subregional office, as well as with regional economic communities. These consultations culminated in the subregional consultative meeting for statistics producers and users, convened in 2015.

(b). Strengthened capacity of the Common Market for Eastern and Southern Africa and the Southern African Development Community to accelerate the implementation of subregional initiatives

448. Seven regionally agreed initiatives (biennial target: 7) have been implemented by member States, COMESA and the Southern African Development Community (SADC) with assistance from ECA. These initiatives included: (a) the formulation of the SADC Road Map and Strategy on Industrialization and the Regional Indicative Strategic Development Plan; (b) the review and adoption of the COMESA Industrialization Policy; (c) technical assistance towards the implementation of the SADC Mining Programme, under which two projects were identified and developed, namely the Mineral Sector Skills Assessment Study and the Mineral Beneficiation Profiling; (d) support to the field project on strengthening the Zambia-Malawi-Mozambique Growth Triangle initiative; (e) the development of the Framework for Regional Cooperation on Intellectual Property Rights in the SADC region, the finalization, adoption by the Government and official launch of the National Minerals and Mining Policy for Lesotho and the review and validation of the Industrial and Trade Policy for Swaziland, among others.

Subprogramme 8
Development planning and administration

(a) Enhanced capacity of member States for better economic policy formulation, analysis and management

449. At the end of the biennium, the African Institute for Economic Development and Planning had trained a total of 545 public officials, 35 per cent of which were female. Participants represented 50 African member States and were trained in the formulation, analysis, implementation, monitoring and evaluation, and negotiation on a number of issues ranging from macroeconomic management to sectoral policies, including economic accounts, gender, economic policies for employment, public debt management, regional integration, trade policy, industrial policy, agricultural policy, minerals policy and energy policies. It is anticipated that at least 60 per cent or 30 of these countries (biennial target: 18) have experienced improvements in economic policy management. Representatives from more than 30 national and subregional public sector departments and institutions (biennial target: 30) have applied new policies and approaches in economic planning as a result of their participation in workshops and courses of the Institute during the biennium.

(b) Strengthened capacity of member States for better development planning, policies and approaches, including decentralized development planning

450. The African Institute for Economic Development and Planning trained a total of 574 public officials, 30 per cent of which were women. Participants represented 49 African member States and were trained in the formulation, analysis, implementation, and monitoring and evaluation of sustainable and inclusive development planning. It is anticipated that at least 70 per cent, or 34, of these countries (biennial target: 15) have experienced improvements in sectoral development management. The 26 courses and workshops delivered in this respect covered issues ranging from development planning, data analysis and macroeconomic modelling for development planners, social policy, migration policy, youth and employment, land policy, transport and infrastructure, science and

technology, governance and development, minerals governance, gender and the environment, and natural resources management.

Subprogramme 9
Social development policy

(a) Enhanced capacity of member States to mainstream human development concerns into policies and strategies, with particular emphasis on employment, social protection, population and youth issues, in line with internationally agreed development goals

451. At its second session, the Committee on Human and Social Development mandated the newly established Social Development Policy Division to assess the magnitude of exclusion in Africa through the development of a specific tool and, in addition, requested specific research on youth and population issues as it pertains to achieving internationally agreed goals. As a result, the Division developed the African Social Development Index that measures human exclusion at the national and subnational levels, using a life-cycle approach. The Index garnered policy support in the first phase from four pilot countries, namely, Cameroon, Morocco, Senegal and Zambia, and 44 countries that have attended capacity-building workshops on its use. The Division had a positive impact on 13 countries (biennial target: 12) that mainstreamed employment or social protection, or population or youth issues into national policies and strategies. The studies were completed in Burkina Faso, Malawi and Rwanda.

(b) Increased capacity of member States to improve policies, legislation and strategies enhancing inclusive urban planning, management and development

452. Progress was made in strengthening the capacity of policymakers in select African countries to formulate and implement inclusive urban policies, as evidenced by seven countries (biennial target: 7) that have incorporated sustainable urbanization principles into their national policies. The programme technically backstopped the drafting of the Common Africa Position on Habitat III to serve as input to the global New Urban Agenda, which is expected to be adopted at Habitat III in 2016. The programme also strengthened technical cooperation and the capacity of member States in the area of inclusive and sustainable urbanization through the hosting of fellows and interns. The programme also started research on urban data (definition and methodologies) to contribute to current efforts made to improve evidence-based policies on urban issues in Africa.

Section 19
Economic and social development in Asia and the Pacific

Highlights of programme results

To address existing challenges in Asia and the Pacific, the Economic and Social Commission for Asia and the Pacific promoted regional consensus for the balanced integration of the economic, social and environmental dimensions of sustainable development, improved coherence across the United Nations system for implementing the Millennium Development Goals and the inclusion of regional perspectives into the 2030 Agenda for Sustainable Development. To ensure that all members, including the least developed countries, landlocked developing countries and small island developing States, benefit from economic integration, ESCAP supported the engagement of its member States in regional and global policy dialogues, and provided the research, analysis and technical cooperation needed for making sound policies on macroeconomics and financing for development, trade and investment, science, innovation and technology transfer, international road transport and logistics systems, environment, information and communications technology and disaster risk management, social dimensions and modernized statistical services. ESCAP also provided technical assistance to address subregional priorities, including climate change in the Pacific, environmental protection in East and North-East Asia, trade and transport facilitation in North and Central Asia and the attainment of internationally agreed development goals in South and South-West Asia.

Challenges and lessons learned

To implement a sustainable development agenda, which fully integrates the economic, social and environmental dimensions of development, all stakeholders need to consider issues holistically. The attainment of internationally agreed development goals in Asia and the Pacific is often hampered by weaknesses in institutional frameworks and varying levels of development. These challenges may affect the effectiveness of design and implementation of policies and programmes at the national level. The rapid evolution and technical nature of science and technology, coupled with the difficulty in balancing current regulations with existing realities, presents challenges for policymakers when integrating priority issues into national development strategies. Limitations to the sharing of data as well as agreement on norms affect the ability of countries to effectively cooperate at the regional level.

453. The above-cited results are based on the implementation of 97 per cent of 634 mandated, quantifiable outputs, compared with 99 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the secretariat increased from 6 in 2012-2013 to 116 in 2014-2015.

454. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 19)).

Executive direction and management

(a) Programme of work is effectively managed

455. As at the end of 2015, ESCAP had delivered 97 per cent of its mandated quantifiable outputs (biennial target: 93 per cent) within established timelines. The delivery of outputs was hampered by protests that occurred in Thailand in early 2014, which led to the closure and restricted access to the ESCAP premises for a

prolonged period. Several meetings were postponed or cancelled, with a cascading effect into the second half of 2014. However, contingency plans activated by ESCAP ensured that the work programme delivery was not affected. ESCAP utilized 99.16 per cent (biennial target: 100 per cent) of its regular biennial budget. Through its programme of work, ESCAP assisted senior officials from member States and associate member Governments in regional and global policy dialogues, and provided research, analysis and technical cooperation needed for making sound policies, particularly in the area of economic and social development.

(b) *Identification of emerging issues that require attention by member States*

456. The seventieth and seventy-first sessions of the Commission set the tone for the biennium, delivering powerful resolutions that will have long-reaching impact. The adoption of Commission resolution 71/1 on restructuring the conference structure of the Commission to be fit for the evolving post-2015 development agenda will strengthen the work of ESCAP on energy, financing for development and science, technology and innovation. As at December 2015, 203 recommendations (biennial target: 105) had been made by intergovernmental bodies on emerging issues requiring attention. Through the Office of the Executive Secretary, the secretariat provided strong planning coordination and leadership in delivering against the set target.

(c) *Enhanced policy coherence in the management of the economic and social activities of the United Nations*

457. The Asia-Pacific Regional Coordination Mechanism continued to improve regional coordination and coherence across the United Nations system. The number of deliverables produced under the purview of the Mechanism increased from 20 in 2012-2013 to 34 in 2014-2015 (biennial target: 30). The work of the Mechanism has led, among others, to a coherent and coordinated "Delivering as one" approach among United Nations agencies in the region in their cooperation with ASEAN, as reflected in the 2015 ASEAN-United Nations Workplan, and the formulation of the new ASEAN-United Nations Plan of Action for 2016-2020. ESCAP also developed a website through which members of the Mechanism can share information on meetings, thematic issues, and other matters related to the body. The website serves as a tool for raising awareness about the work of the Mechanism among member States and other stakeholders.

(d) *Increased exposure of the analytical, normative and capacity-building work of ESCAP, and increased visibility of ESCAP as the most comprehensive regional platform for inclusive and sustainable development as well as its role and impact in the policymaking process and their outcomes*

458. The media coverage on ESCAP activities consisted of a total of 287 citations in key media outlets (biennial target: 146). Two-hundred and ninety additional citations related to 22 op-eds written by the Executive Secretary appeared in top-tier and regional/national outlets (biennial target: 36), such as BBC, CNBC, *The Financial Times*, Bloomberg, CCTV News and Channel News Asia. The ESCAP social media footprint also continued to grow. During the biennium, the website received approximately 1.2 million visitors. ESCAP more than doubled its Facebook likes. The ESCAP Twitter account gained almost 30 per cent more followers during

the biennium. All of this led to greater awareness of the activities of ESCAP and its position as a comprehensive regional platform.

(e) Increased timeliness of submission of documentation

459. As at December 2015, 47.20 per cent of pre-session documents had been submitted by the 10-week deadline (biennial target: 70 per cent). The low rate is attributable primarily to the protests in Thailand in early 2014, which caused the closure of and restricted access to United Nations premises. Rescheduling meetings to the second half of 2014 required substantive updates to background documents, resulting in delays with timely submission.

Subprogramme 1
Macroeconomic policy and inclusive development

(a) Enhanced understanding among policymakers and other target groups of development trends, emerging issues, macroeconomic challenges and evidence-based policy options that promote economic growth, reduce poverty and narrow the development gaps

460. The work of ESCAP has generated innovative and timely discussions on emerging economic and social challenges facing the region. Some 800 references (biennial target: 850) were made in policy documents, academic literature and mass media to findings of the *Economic and Social Survey of Asia and the Pacific*. The final measurement is below the biennial target as the 2014 Survey was launched through small-scale subregional events rather than a large regional one, owing to the protests occurring in Thailand in early 2014. The references were in top-tier media outlets, such as BBC, Bloomberg, CNN, *The Financial Times*, Reuters, *The Wall Street Journal* and Xinhua as well as broad national pick-up across the region. The sessions of the Commission and of the Committee on Macroeconomic Policy, Poverty Reduction and Inclusive Development also saw member countries frequently refer to the key findings and messages of the Survey in their policy statements and round-table discussions.

(b) Enhanced regional voice in global development forums and strengthened regional economic and financial cooperation to exploit synergies for mutual benefit towards inclusive and sustainable development, including through South-South cooperation

461. The Commission successfully organized high-level discussion platforms and workshops that supported member States in reaching a consensus on the formulation of sustainable development policies. Four outcome documents reflecting consensus on regional economic and financial cooperation (biennial target: 3) were endorsed by the Asia-Pacific Outreach Meeting on Sustainable Development Financing (10-11 June 2014, Jakarta) and the Asia-Pacific High-level Consultation on Financing for Development (29-30 April 2015, Jakarta). These documents, together with a publication entitled *Financing for Transformation: From Agenda to Action on Sustainable Development in Asia and the Pacific*, contributed to strengthening the regional voice at the Third International Conference on Financing for Development (13-16 July 2015, Addis Ababa). The adoption of Commission resolution 70/1 on the implementation of the Bangkok Declaration on Regional Economic Cooperation and Integration in Asia and the Pacific also demonstrated

synergies and collaboration among member States for effective inclusive and sustainable development in the region.

(c) Improved capacity of member States, particularly countries with special needs, to design and implement development policies for achieving the Millennium Development Goals and implementing the Istanbul Programme of Action for the Least Developed Countries and internationally agreed development goals

462. Thirty-one countries in the region (biennial target: 30) have incorporated principles or recommendations advanced by ESCAP to achieve the Millennium Development Goals into their strategies and government policies. The commitment of member States to implement the Programme of Action for the Least Developed Countries for the Decade 2011-2020 in Asia and the Pacific was reflected in Commission resolution 70/3. Overall, 89.6 per cent of participants in ESCAP activities (biennial target: 85 per cent) indicated that they were better able to design and implement sound economic development policies. Samoa and Maldives have graduated from least developed country status; while Kiribati, Vanuatu and Tuvalu are on their way to graduate. Bangladesh, Bhutan, Cambodia, the Lao People's Democratic Republic, Myanmar and Nepal intend to graduate by 2020.

(d) Improved capacity of member States to formulate and implement rural development policies that promote sustainable agriculture and food security

463. The work of the Centre for Alleviation of Poverty through Sustainable Agriculture contributed to improving evidence-based policymaking among member States in relation to sustainable agriculture and addressing its environmental, economic and social aspects. Through its series of policy publications, the Centre also contributed to enhancing knowledge on food security, the role of agriculture in structural transformation, agricultural innovation systems and market access for smallholder farmers. Overall, 81 per cent of participants (biennial target: 85 per cent) in the work of the Centre indicated that they were better able to formulate and implement rural development policies that promoted sustainable agriculture and food security.

Subprogramme 2
Trade and investment

(a) Enhanced knowledge of ESCAP member States of trends, emerging issues and evidence-based policy options in the area of trade, investment, enterprise development and technology transfer in support of inclusive and sustainable development

464. Analytical work, including the flagship publication *Asia-Pacific Trade and Investment Report*, the Trade and Investment working paper series and the Trade Insights series and ESCAP-World Bank Trade Cost Database series, provided a solid basis for evidence-based policymaking and implementation on emerging issues, generating a lot of interest in media and among policymakers. The number of review articles and references to ESCAP publications reached 106 in the area of trade and investment (biennial target: 35), and 34 in the area of technology and transfer and agricultural mechanization (biennial target: 10). The Asia-Pacific Research and Training Network on Trade continued to advance the understanding of evidence-based policy options among policymakers within the region, while the

United Nations Network of Experts for Paperless Trade and Transport in Asia and the Pacific continued to enhance knowledge on cross-border paperless trade and other emerging issues related to trade facilitation.

(b) Strengthened regional cooperation in trade, investment, enterprise development, innovation and the development and transfer of technology in support of inclusive and sustainable development

465. Negotiations to facilitate cross-border paperless trade advanced under Commission resolutions 68/3 and 70/6. Other ESCAP regional cooperation initiatives, including the Asia-Pacific Research and Training Network on Trade and the United Nations Network of Experts for Paperless Trade and Transport in Asia and the Pacific, continued to grow. Thirty-four member States participating in regional cooperation mechanisms on trade and investment (biennial target: 26), and 27 member States participating in regional cooperation mechanisms on innovation, technology transfer and agricultural mechanization (biennial target: 10) found them useful. The fourth round of tariff concession negotiations under the Asia-Pacific Trade Agreement was successfully concluded, with Mongolia admitted as the seventh member pending national ratification. Although coverage of the Agreement, in terms of average margin of preferences, remained at 32 per cent (biennial target: 35 per cent), the number of products receiving preferences rose from 5,000 in 2013 to 10,868 (biennial target: 6,000).

(c) Increased capacity of ESCAP member States to formulate and implement more effective and coherent policies on trade, investment, enterprise development and technology transfer in support of inclusive and sustainable development

466. ESCAP has worked actively to build the capacity of its members in trade and investment policymaking, particularly in the areas of trade policy analysis and trade facilitation, through 82 workshops. On average, 89 per cent of the participants (biennial target: 80 per cent) indicated that their capacity to formulate or implement policies on trade, investment and enterprise development had increased after attending ESCAP activities. In addition, 100 per cent of participants in the activities of the Asian and Pacific Centre for Transfer of Technology and the Centre for Sustainable Agricultural Mechanization (biennial target: 80 per cent) acknowledged increased capacity. Analytical work and tools, including the *Asia-Pacific Trade and Investment Report*, the Asia-Pacific Research and Training Network on Trade studies, the Asia-Pacific Trade and Investment Agreement and ESCAP-World Bank Trade Cost databases, together provided a solid basis for more effective design and implementation of policies and international agreements.

Subprogramme 3
Transport

(a) Enhanced knowledge and increased capacity of ESCAP member States to develop and implement transport policies and programmes

467. ESCAP continued to strengthen the capacities of Governments and other stakeholders to develop and formulate policies on sustainable transport, thereby contributing to the development of 10 new policies, programmes and initiatives during the biennium, bringing the total number of policies, programmes and initiatives that reflect transport-related principles promoted by ESCAP to 90

(biennial target: 90). Topics covered included supporting infrastructure development through public-private partnerships; improving road safety, including the harmonization and standardization of road traffic rules and road signs in support of the global Decade of Action for Road Safety; and implementing sustainable transport policies. Resource materials on related issues were produced, including the launch of an e-learning series on public-private partnerships. In addition, the Committee on Transport and the Committee on Information and Communications Technology held their first joint session on the theme "Harnessing cross-sectoral infrastructure synergies" to promote synergies between the information and communications technology, energy and transport infrastructures.

(b) *Increased capacity of ESCAP member States and the private sector to plan and develop international intermodal transport linkages, including the Asian Highway network, the Trans-Asian Railway network and dry ports of international importance*

468. As Governments exert efforts to reconcile the increasing demand for mobility with the need to reduce the negative externalities of the transport sector, the Intergovernmental Agreement on Dry Ports, the Intergovernmental Agreement on the Asian Highway Network and the Intergovernmental Agreement on the Trans-Asian Railway Network aim at supporting countries in developing international intermodal transport corridors. During the biennium, three countries became signatories, while five became parties, to the Intergovernmental Agreement on Dry Ports, bringing the total number of accessions by ESCAP member States to relevant global, regional and subregional agreements to 73 (biennial target: 70). Significant progress was made in the development and upgrading of the two networks, as reported by member States, notably during the fourth session of the Committee on Transport (2014) and the seventy-first session of the Commission (2015). Specifically, 10 new national projects and feasibility studies were developed during the biennium to upgrade the regional transport infrastructure, bringing the total number of projects and feasibility studies to 70 (biennial target: 70).

(c) *Increased capacity of ESCAP member States and the private sector to implement measures to improve the efficiency of international transport operations and logistics*

469. The Commission's assistance resulted in the signing of the Intergovernmental Agreement of the Shanghai Cooperation Organization Member States on Facilitation of International Road Transport as well as the adoption of the Regional Cooperation Framework for the Facilitation of International Railway Transport (see Commission resolution 71/7, annex) and of an action plan to improve the performance of the transport corridor connecting Kazakhstan, Kyrgyzstan and Tajikistan. In addition, ESCAP facilitated a draft agreement on international road transport along the Asian highways among China, Mongolia and the Russian Federation. ESCAP also forged consensus on a regional standard model of logistics information systems. The number of initiatives to remove non-physical bottlenecks and facilitate the efficient movement of people, goods and vehicles along transport routes and at border crossings increased from 24 in 2012-2013 to 30 in 2014-2015 (biennial target: 30). Five countries developed training programmes on freight forwarding, multimodal transport and logistics, bringing the total number of countries to 15 (biennial target: 15).

Subprogramme 4
Environment and development

(a) Enhanced understanding by local and national Governments of environmental, energy and water and urban policies and strategies for poverty reduction and inclusive and sustainable development

470. High-level regional forums, expert group meetings, multi-stakeholder dialogues and field projects were undertaken in 2014-2015 to enhance understanding by local and national governments and other stakeholders of environmental, energy and water, and urban policies and strategies to address poverty and inclusive and sustainable development challenges. ESCAP also published a number of analytical publications, technical reports and policy briefs, and developed online platforms related to sustainable development, energy, water and sustainable urban development. This resulted in 29 references (biennial target: 13) to ESCAP publications, policy briefs, projects and related activities in policy documents, declarations and statements and in key media outlets.

(b) Improved capacity of Governments and other stakeholders in developing and implementing environmental, energy and water and urban policies and strategies for inclusive and sustainable development

471. ESCAP delivered a series of workshops, study tours and online e-learning capacity-building programmes, including the web-based regional platform on sustainable development and the green economy. It has also developed several new online e-learning course modules and launched a website for the regional report *Transformations for Sustainable Development: Promoting Environmental Sustainability in Asia and the Pacific*, hosted on the ESCAP site. Capacity-building activities helped to improve both national and regional capabilities to integrate the environment into economic and other development policies and plans, with a focus on low-carbon green growth, energy security and water resources and sustainable urban development, reaching out to more than 600 policymakers and key stakeholders in the region. These activities contributed to 15 policies, strategies and initiatives developed by Governments in the areas of environment, energy, water and urban policies (biennial target: 13).

(c) Strengthened regional cooperation and networking on environmental, energy and water and urban policies and strategies for inclusive and sustainable development

472. ESCAP geared its capacity-development activities towards supporting long-term consensus building, particularly in the light of ongoing global debates related to the development of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. Work was conducted to lay the foundation for building consensus and provide member States with the latest research and analysis to support intergovernmental dialogue. During the biennium, ESCAP prepared the publication *State of the Environment and Development in Asia and the Pacific*, conducted the Asian and Pacific Forum on Sustainable Development (Bangkok, 21-22 May 2015), organized the Sixth Asian and Pacific Urban Forum (Jakarta, 19-21 October 2015) and the regional consultation on accountability and implementation for the 2030 Agenda for Sustainable Development. Twenty outcome documents, recommendations and initiatives (biennial target: 20) were issued to support the

work of ESCAP in the areas of environment, energy security, water resources management and urban development.

Subprogramme 5
Information and communications technology and disaster risk reduction and management

(a) Improved capacity of member States to measure and analyse progress towards an inclusive and resilient information society

473. Eighty-one per cent of policymakers (biennial target: 75 per cent) indicated that their knowledge and skills in developing policies and strategies for the application of information and communications technologies and for disaster risk reduction had improved through analytical studies, regional workshops and multi-stakeholder policy dialogue. Member States continued to place value on the impact of ESCAP efforts to enhance the knowledge and skills to formulate policies and strategies in information and communications technology and disaster risk reduction. This was demonstrated during the fourth session of the Committee on Information and Communications Technology (Bangkok, 14-16 October 2014), in which the Committee called upon ESCAP to provide increased assistance, in particular to countries with special needs, to strengthen their capacities for evidence-based policymaking in information and communications technology. As at the end of 2015, 11 policies, strategies and initiatives (biennial target: 11) had been undertaken in the area of information and communications technology and disaster reduction.

(b) Strengthened regional cooperation in ICT connectivity for the promotion of inclusive and sustainable development

474. Fifteen ESCAP member States (biennial target: 10) indicated that they had derived benefits from the regional cooperation mechanisms promoted by ESCAP in the areas of ICT connectivity and space technology applications for disaster risk reduction, as evidenced by the statements and reports made in 2014-2015. The regional cooperation mechanism activities included the Asia-Pacific information superhighway initiatives, geo-referenced information systems for disaster risk management and the Regional Cooperative Mechanism for Drought Monitoring and Early Warning, which focused on supporting developing countries in the region. United Nations agencies and regional organizations also expressed their support for ESCAP regional cooperation programmes to promote ICT connectivity and geospatial information applications for disaster risk reduction. In addition, ESCAP led the implementation of the Asia-Pacific Plan of Action for Applications of Space Technology and Geographic Information Systems for Disaster Risk Reduction and Sustainable Development 2012-2017, which has made progress as a result of the support of member States and global and regional partners.

(c) Improved knowledge and awareness of member States of effective policies and strategies in disaster risk reduction in the region

475. ESCAP contributed to improving knowledge of policymakers on effective policies and strategies in disaster risk reduction and resilience-building through analytical and normative studies, regional sharing of good practices and lessons learned and regional cooperation activities. Eighty per cent of ESCAP member States (biennial target: 62) that have attended activities organized by ESCAP have

indicated that they were better able to assess, prepare and manage disaster risks. In particular, the knowledge and awareness of government officials in mainstreaming disaster risk reduction into multisectoral and subnational development planning have improved. ESCAP enhanced assessment tools for disaster- and climate-related vulnerabilities and risks, and disaster information management, including in seismic risk reduction. Regional strategies on disaster-related statistics were identified through regional platforms organized by the Commission. ESCAP also identified regional cooperation strategies for addressing shared risks, improving regional multi-hazard early warning systems and establishing regional cooperative mechanisms for transboundary hazards.

(d) Strengthened capacity of member States to apply ICT for inclusive and sustainable socioeconomic development policies and programmes

476. The Academy programme of the Asian and Pacific Training Centre for Information and Communication Technology for Development has been rolled out in 30 countries and expanded to 11 modules. More than 30,000 government officials, policymakers and civil service trainers have been reached through face-to-face and online training. Ninety per cent of stakeholders participating in the events organized by the Centre (biennial target: 85 per cent) recognized their relevance and usefulness. By the end of 2015, 361 national training initiatives (biennial target: 195) had reflected or integrated modules developed by the Centre, thereby enhancing the sustainability and impact of the Academy programme. The Virtual Academy modules are available in 16 languages. The Primer Series have been rolled out in 14 countries and seven languages, and adopted by more than 130 universities, thereby filling the gap in the area of ICT for development at institutions of higher learning in the region.

Subprogramme 6
Social development

(a) Increased knowledge and awareness of social development and population trends and policies in the region, including their gender dimensions, as a basis for effective decision-making by ESCAP member States

477. ESCAP identified key priorities and practical approaches to support the evidence-based policies of member States through ground-breaking research on youth exclusion, trends with regards to the HIV response, the status of the Beijing Platform for Action on women's equality, the situation of persons with disability, international migration, social protection and inequality, population and development, and ageing. Twelve ESCAP member States (biennial target: 12) found the social development policy options, strategies and good practices promoted by ESCAP useful for effective decision-making. Ninety-four per cent of respondents to evaluations of ESCAP publications and reports (biennial target: 80 per cent) indicated that their knowledge and awareness of social development and population trends, policies and good practices had been enhanced. Similarly, 93 per cent of respondents to evaluations of analytical products (biennial target: 70 per cent) indicated that their knowledge and awareness of the gender dimensions of social development and population trends had been enhanced.

(b) Enhanced regional cooperation and capacity in implementing international commitments to promote social integration and social protection, particularly for vulnerable social groups, in Asia and the Pacific

478. ESCAP member States adopted 14 resolutions, decisions and recommendations (biennial target: 12) reflecting consensus on advancing the implementation of international and regional commitments to promote social integration and social protection. Seventeen regional and subregional frameworks, partnerships and arrangements (biennial target: 5) were established on related issues. The ESCAP Road Map on HIV and AIDS, which reflects regional consensus on priority areas for action on achieving universal access to HIV prevention, treatment, care and support, has been implemented in at least 13 countries and received renewed endorsement when the ESCAP Regional Framework for Action on HIV and AIDS beyond 2015 was adopted by the Asia-Pacific High-level Intergovernmental Meeting on HIV and AIDS in 2015. The Asia-Pacific Youth Alliance, launched in 2014, has served as a platform for further subregional networks and initiatives. In particular, the Kathmandu Call for Action, agreed in March 2015 at the South Asia Subregional Consultation on Youth Volunteerism to Promote Participation, Development and Peace, developed partnerships that were subsequently instrumental in youth-led responses to earthquakes.

(c) Enhanced regional cooperation and capacity in implementing international commitments to promote gender equality and women's empowerment in Asia and the Pacific

479. ESCAP has enhanced regional cooperation to promote the adoption and implementation of normative frameworks for realizing gender equality, and strengthen the capacities of government entities, including national women's machineries, to mainstream gender in national development agendas. The impact of the work of ESCAP was demonstrated through the regional consensus built around the need for a stand-alone goal on gender equality and women's empowerment in the 2030 Agenda for Sustainable Development. The importance accorded by member States to regional cooperation in advancing gender equality was evidenced by five recommendations, decisions and initiatives undertaken by member States (biennial target: 3), including the Asian and Pacific Ministerial Declaration on Advancing Gender Equality and Women's Empowerment and the enhanced ability of government officials in monitoring progress in implementing the Beijing Platform for Action through gender indicators. Ninety-three per cent of participants (biennial target: 80) attending the workshops on gender equality and women's economic empowerment agreed that their knowledge and skills had been enhanced.

(d) Enhanced regional cooperation and capacity to promote the rights of persons with disabilities in Asia and the Pacific

480. Through its support to the Working Group on the Asian and Pacific Decade of Persons with Disabilities, and its interventions to raise awareness and build technical capacity, ESCAP enhanced regional cooperation and capacity of member States to promote the rights of persons with disabilities. This is reflected in the 13 recommendations, decisions, and initiatives (biennial target: 8) undertaken by ESCAP member States towards strengthening regional and subregional frameworks for cooperation in this area. Those included high-level commitments to the Road Map for the Implementation of the Incheon Strategy to "Make the Right Real" for

Persons with Disabilities in Asia and the Pacific, the implementation of 15 national action plans on substantive goals of the Incheon Strategy, and references to persons with disabilities in regional and global intergovernmental commitments on disaster risk reduction and gender equality. All participants in ESCAP activities (biennial target: 80 per cent) indicated that they had enhanced their knowledge on disability.

Subprogramme 7
Statistics

(a) Enhanced understanding among decision makers and members of the public, through statistical information and analysis, of development trends and emerging issues in order to promote inclusive, sustainable and resilient societies

481. ESCAP produced various materials analysing development trends and emerging issues throughout the region. Sixty per cent (biennial target: 60 per cent) of national decision makers and members of the public found the ESCAP analytical tools relevant and useful. The scope and use of statistical databases were expanded with new indicators and important products, including ESCAP flagship publications and monitoring platforms. Downloads of ESCAP statistical products have increased from 500 per month in 2012-2013 to 2,127 per month in 2014-2015 (biennial target: 600). Online dissemination of the 2014 *Statistical Yearbook for Asia and the Pacific* proved successful, as evidenced by a concurrent increase in database user activity. The 2015 *Statistical Yearbook for Asia and the Pacific* reoriented the analysis around the 2030 Agenda for Sustainable Development targets. The *Asia-Pacific Millennium Development Goals Report 2014/2015* focused on the need to build statistical capacity to enable evidence-based decisions. ESCAP introduced the *Stats Brief* and *Working Papers* series as vehicles for research on a number of topics related to measuring the Sustainable Development Goals.

(b) Increased capacity of ESCAP member States to produce, disseminate and use statistics in accordance with internationally agreed standards and good practices in support of progress towards inclusive, sustainable and resilient societies

482. The Commission's regional programmes on statistics focused specifically on increasing the capacity of member States to produce, disseminate, and use statistics; mobilizing funds; providing advisory services; and organizing expert group meetings and seminars. The Statistical Institute for Asia and the Pacific trained more than 1,400 government statisticians from 65 countries. Ninety-six per cent of participants in workshops and expert meetings (biennial target: 65 per cent) indicated that they were able to apply knowledge gained for better provision and use of comparable data. Sixty-five per cent of statisticians from national systems trained by the Institute (biennial target: 70 per cent) indicated that they were better able to produce timely and high-quality data. ESCAP supported member States in devising action plans to identify statistical capacity gaps required to monitor the Sustainable Development Goals.

Subprogramme 8
Subregional activities for development

Component 1
Subregional activities for development in the Pacific

(a) Increased capacity to formulate and implement concrete and additional measures at the national and/or subregional level to effectively address the vulnerabilities and development needs of Pacific island countries and territories

483. During the biennium, 18 requests from Governments in the Pacific (biennial target: 10) were received and processed by ESCAP. Two countries developed a national labour migration plan that addressed vulnerabilities to climate change, while another country completed a national labour survey. Ten countries enhanced their capacities to formulate regional policy dialogue positions to address the vulnerabilities and development needs of Pacific island countries, in particular in relation to climate change and social exclusion. As a result, the outcome of the third International Conference on Small Island Developing States (Apia, 1-4 September 2014) — the SAMOA Pathway — reflected a majority of the concerns of Pacific small island developing countries. Three countries enhanced their capacities towards incorporating sustainable development into their respective national development strategic plans. Two countries developed national plans on collecting environmental statistics to strengthen evidence-based policies on sustainable development.

(b) The Pacific island countries and territories are able to influence the work of regional and global sustainable development policy forums and processes

484. Increased numbers of the Pacific island delegates at ESCAP meetings and their seniority have influenced the work of the Commission, resulting in resolutions that address the vulnerabilities of small island developing countries. Thirteen strategic sustainable development policy objectives and initiatives (biennial target: 10) were addressed by ESCAP. The Pacific Energy Regional Data Repository initiative was endorsed by Ministers of Energy for data collaboration at the regional level. The second phase of the 10-Year Pacific Statistics Strategy was developed as a result of regional inputs by countries at the meetings of the Pacific Statistics Steering Committee. One country completed its universal periodic review and submitted it to the United Nations Human Rights Council. Pacific civil registrars shared information for the improvement of the collection and storing of civil registration and vital statistics.

(c) Strengthened intraregional cooperation and integration for the promotion of inclusive and sustainable development, including through South-South cooperation

485. Fifteen intraregional cooperation initiatives, including South-South cooperation (biennial target: 12) between the Pacific islands and Asia were facilitated through or with ESCAP. Following a Pacific regional workshop on the Asia-Pacific Trade Agreement, 11 Pacific island countries showed interest and requested ESCAP to undertake country-specific studies to assess the costs and benefits of joining the Agreement. ESCAP also facilitated discussions and agreement of a regional position for the post-2015 development agenda among 14 Pacific island countries. During the Asia-Pacific High-level Consultation on Financing for Development, nine Pacific island countries were informed on

infrastructure developments in the Pacific islands, which enhanced meaningful dialogue with Asian countries. As a result of an ESCAP-led regional meeting, eight Pacific island countries strengthened intraregional integration through the strategies developed to improve medium-term expenditure planning as a tool for achieving national sustainable development.

Component 2
Subregional activities for development in East and North-East Asia

(a) Increased capacity of ESCAP member States to formulate and implement development policies and programmes, including those with a gender dimension, that address sustainable development, taking into account the green economy in the context of the sustainable development and poverty eradication approach and energy efficiency, ICT, disaster risk reduction and disaster risk management, poverty reduction and infrastructure development

486. ESCAP made significant progress in promoting subregional cooperation through which member States enhanced their capacities on subregional connectivity, sustainable development, energy efficiency, disaster risk reduction and inclusive development. In the area of environmental sustainability, cooperation was expanded into transboundary air pollution, transboundary nature conservation, marine protected areas and low carbon cities through new field projects and formal frameworks under the North-East Asian Subregional Programme for Environmental Cooperation. To address disparities among member States in the region in terms of economic development and limited experience cooperation, ESCAP maintained regular consultations with countries through consultative events and identified potential joint activities that helped to enhance cooperation among members and expand the scope of subregional cooperation in addressing broad issues of sustainable development. Eighty per cent of participants in ESCAP activities (biennial target: 75 per cent) recognized the importance and relevance of ESCAP in formulating and implementing policies and programmes in key priority areas.

(b) Strengthened knowledge-sharing and partnerships among member States, regional organizations, civil society and other relevant development partners to address key priority areas in East and North-East Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals

487. ESCAP collaborated with member States and other stakeholders to formulate a programme of work addressing key priority areas in the subregion. Seventy per cent of member States (biennial target: 60) indicated that regional cooperation on the achievement of the internationally agreed development goals among key stakeholders had increased. ESCAP launched a platform to share innovative ideas for actions by Governments, local authorities, the private sector and civil society to create age-friendly societies in the subregion. In view of the growing importance of financing for development as the means of implementing the Millennium Development Goals and the Sustainable Development Goals, and the subregion's role as an emerging donor bloc, ESCAP established the North-East Asia Development Cooperation Forum to facilitate discussions based on research and analysis of policies and practices of development assistance and cooperation. Seven partner institutions in the subregion (biennial target: 6) participated in ESCAP knowledge-sharing activities.

Subprogramme 3
Subregional activities for development in North and Central Asia

(a) Increased capacity of ESCAP member States to formulate and implement development policies and programmes, including those with a gender dimension, that address transport and trade facilitation and water, energy and the environment

488. ESCAP worked closely with member States to respond to the subregional needs for increased capacity in policy formulation and implementation for inclusive and sustainable development, with a focus on trade and transport facilitation, environmental issues, including energy security, disaster risk reduction and climate change adaptation. Subregional priorities and developmental gaps were identified and addressed through the analysis of key socioeconomic trends, the dissemination of ESCAP research findings and policy recommendations, ESCAP flagship publications, policy briefs and information notes as well as consultative meetings involving government representatives, policy experts and stakeholders from academia and business. The importance of the work of ESCAP in promoting regional cooperation in the subregion as well as its deeper integration with the rest of the Asia-Pacific region was recognized by 77 per cent of member States, as evidenced by the statements made at the seventy-first session of the Commission, as well as at various committee meetings (biennial target: 70 per cent).

(b) Strengthened knowledge-sharing and partnerships among member States, regional organizations, civil society and other relevant development partners to address key priority areas in North and Central Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals

489. ESCAP continued to support the United Nations Special Programme for the Economies of Central Asia, as a platform for facilitating evolving consensus, concerted actions and strategic partnerships and relationships in support of the internationally agreed development goals in North and Central Asia. Sixty per cent of member States (biennial target: 60 per cent) indicated that collaboration on the achievement of the internationally agreed development goals among key stakeholders had increased. Member States of the Special Programme agreed to be more proactively involved, including through in-kind and financial contributions. Furthermore, they agreed to ensure better coordination among regional programmes, organizations and donors, to highlight and develop the linkages between the Programme and the Regional Coordination Mechanism, and to engage fully in the 2030 Agenda for Sustainable Development. Six partner institutions in the subregion (biennial target: 6) also participated in the knowledge-sharing activities facilitated by ESCAP.

Component 4
Subregional activities for development in South and South-West Asia

(a) Enhanced capacity of ESCAP member States in South and South-West Asia to formulate and implement development policies and programmes to address their key development challenges and to harness the potential of regional and South-South cooperation, with a special focus on countries with special needs in the subregion

490. ESCAP helped member States and the South Asian Association for Regional Cooperation (SAARC) secretariat to articulate the subregional priorities on the 2030 Agenda for Sustainable Development. ESCAP provided policy options and capacity-building on employment and social protection and supported the SAARC Gender Policy Advocacy Group to mainstream entrepreneurship in its women's empowerment strategy. The Commission's work on transport connectivity advocated multimodal corridors extended beyond SAARC to contiguous subregions to maximize network externalities, an approach endorsed by SAARC leaders. Capacity-building support was provided to least developed countries on multilateral and regional trading arrangements. Other policy discussions focused on sustainable urbanization and on public-private partnerships for infrastructure development. Eighty-five per cent of participants (biennial target: 70 per cent) found the work relevant and useful in addressing key subregional priorities. The work of ESCAP received support during the sessions of the Commission and was referenced in key media outlets in South and South-West Asia, with more than 150 citations (biennial target: 100).

(b) Strengthened knowledge-sharing and partnerships among member States, regional organizations, civil society and other relevant development partners to address key priority areas in South and South-West Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals

491. ESCAP strived to fulfil its role as a subregional knowledge hub and platform for consensus building, concerted actions and strategic partnerships in support of the internationally agreed development goals. Ninety-one per cent of member States (biennial target: 60 per cent) indicated that cooperation on the achievement of the development goals had increased. ESCAP prepared and disseminated a broad range of policy-relevant knowledge products, including the *South and South-West Asia Development Report 2015-16*, *South and South-West Asia Development Papers*, policy briefs and e-newsletters. It also convened and contributed to highly visible subregional forums, acting as an authoritative source of policy-relevant analysis to address challenges facing the subregion and advance regional economic integration. Ten partners (biennial target: 8) were closely engaged in the subregional knowledge-sharing activities of ESCAP. In particular, ESCAP worked closely with the SAARC secretariat in responding to the subregion's capacity-development needs in selected areas of regional cooperation for inclusive development.

Component 5
Subregional activities for development in South-East Asia

(a) Enhanced capacity of ESCAP member States in South-East Asia to formulate and implement development policies and programmes to address their key development challenges, with particular focus on countries with special needs in South-East Asia

492. ESCAP continued to assist Myanmar in its efforts to integrate into ASEAN and provided support to build the capacity of the Lao People's Democratic Republic for its upcoming chairmanship of ASEAN in 2016. ESCAP also supported these two Governments in their eventual graduation from the least developed countries. ESCAP enhanced national capacities to promote investment for small and medium-sized enterprises, develop transport and undertake statistical analyses of monitoring indicators in support of inclusive development policies and of the implementation of the 2030 Agenda for Sustainable Development. Through the sharing of regional best practices, ESCAP assisted Timor-Leste in strengthening the capacity of officials to implement its National Strategic Development Plan 2011-2030. Seventy per cent of participants in ESCAP activities (biennial target: 75 per cent) found those activities relevant and useful for formulating and implementing policies and programmes in key priority areas.

(b) Strengthened partnerships and knowledge-sharing among member States, regional organizations, civil society and other relevant development partners in addressing key priority areas in South-East Asia in support of the achievement of the internationally agreed development goals, including the Millennium Development Goals

493. ESCAP facilitated five collaborative initiatives involving member States and other stakeholders (biennial target: 6) to address subregional priority areas. ESCAP provided the platform for knowledge-sharing on the status, challenges and prospects of achieving the Millennium Development Goals. In partnership with the Asian Development Bank, UNDP and the Government of the Lao People's Democratic Republic, ESCAP organized a subregional advocacy workshop on the Millennium Development Goals (Vientiane, 24-26 June 2014). Through the United Nations Asia-Pacific Regional Coordination Mechanism, ESCAP also facilitated the launch of the Zero Hunger Challenge in Timor-Leste in January 2014. The key development priorities of the subregion were to strengthen the Myanmar SME Link platform in connecting local entrepreneurs with global opportunities; generate jobs and promote inclusive development; facilitate the development of an integrated transport and logistics system in ASEAN countries and the Pacific subregion; and promote South-South cooperation.

Section 20
Economic development in Europe

Highlights of programme results

The adoption of amendments to the Conventions on Environmental Impact Assessment in a Transboundary Context (Espoo Convention) and on the Protection and Use of Transboundary Watercourses and International Lakes (Water Convention) will substantially contribute to global implementation of the 2030 Agenda on Sustainable Development, by making them open for accession to all Member States. The parties to the Convention on Long-range Transboundary Air Pollution (Air Convention) adopted a new Framework Code on Ammonia Emissions, to reduce threats to human health. The United Nations Framework Classification for Fossil Energy and Mineral Reserves and Resources, which had been developed by ECE, was extended to uranium and thorium resources, critical for energy security and low carbon energy production. ECE adopted the Geneva Charter on Sustainable Housing, to improve access to decent, affordable and healthy housing for all. ECE developed a set of 42 statistical indicators for the monitoring of gender equality, six recommendations on statistical methodologies and conducted 13 training workshops to enhance the comparability of statistics in the region. International specialist centres on public-private partnerships in policy, laws and institutions; in smart and sustainable cities; and in roads, highways and related structures were established in France, Spain and India, respectively, as part of the ECE International Public-Private Partnership Centre of Excellence, to promote the best practices of public-private partnerships in respect of sustainable development worldwide.

Challenges and lessons learned

Ensuring the effective implementation of the recommendations arising from the review of the 2005 ECE reform was the major challenge in 2014-2015. Inclusive and participatory consultations with member States will be extremely useful for achieving an agreement on most issues and mobilizing their political support to the work of organization.

494. The above-cited results are based on the implementation of 93 per cent of 3,414 mandated, quantifiable outputs, compared with 91 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the secretariat increased from 27 in 2012-2013 to 30 in 2014-2015.

495. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 20)).

Executive direction and management

(a) Programme of work is effectively managed and implemented

496. As at December 2015, ECE had delivered 93 per cent of its mandated quantifiable outputs (biennial target: 95 per cent) within established deadlines. As a follow-up to the OIOS audit of selected projects in the Sustainable Energy Division, ECE has developed the management response and implemented all OIOS recommendations from that audit. To ensure transparent, effective and efficient management of extrabudgetary resources and to strengthen the accountability of staff for their use, ECE adopted the Directive on the Establishment of Agreements and Management of Extrabudgetary Resources. In addition, ECE adopted a new

evaluation policy, to strengthen independence, credibility and usefulness of evaluation, promote organizational learning and accountability. The new Policy is aligned with the norms and standards for evaluation established by the United Nations Evaluation Group.

(b) Enhanced coherence and coordination of programme delivery at the global, regional and country levels

497. Five initiatives (biennial target: 5) were undertaken by ECE to increase coherence and coordination at the global, regional and country levels. Jointly with the United Nations Development Group for Europe and Central Asia, the Regional Coordination Mechanism organized the regional consultations on monitoring and accountability for the post-2015 development agenda, to discuss the role of the regional level in accountability, and on financing for development, to review options on strengthening resource mobilization. The Regional Review Meeting to assess progress in the implementation of the Beijing Platform for Action was co-organized with UN-Women. ECE provided regional inputs to global processes in the framework of the Open Working Group on Sustainable Development Goals. ECE signed United Nations Development Assistance Frameworks for 2016-2020 with six countries and was involved in mainstreaming the Sustainable Development Goals in the development assistance frameworks of the other five countries of the region.

(c) Increased awareness of ECE work among member States

498. In December 2014, ECE completed a project to further modernize its website. This included: a streamlined design for the homepages of ECE and its subprogrammes; a modern look and feel for the entire website; and three new sections: storytelling (explaining in simple terms the concrete impact of the work of ECE on people's lives), Open ECE (providing access to key budget, audit and evaluation documents), and Where We Work (providing an overview of the use of the ECE norms and standards in different parts of the world). As a result, the traffic has increased by 12.8 per cent, from 9.7 million page views in 2014 to 10.9 million in 2015. In total, there were 20.6 million page views of the ECE website by users (biennial target: 90 million) in 2014-2015. This result is not comparable with the target, owing to a change in methodology for measuring access to the website in January 2014.

Subprogramme 1
Environment

(a) Improved response to environmental challenges in the ECE region by ECE constituencies

499. As at December 2015, four measures (biennial target: 4) had been undertaken by ECE in response to environmental challenges in the region. The Espoo Convention was opened for accession to all Member States through the entry into force of an amendment. The parties to the Convention on the Transboundary Effects of Industrial Accidents (Industrial Accidents Convention) revised the list of chemical substances. The Committee on Environmental Policy adopted performance indicators and targets for the Shared Environmental Information System. The parties to the Water Convention established a regular reporting mechanism. Technical

assistance was provided to five constituencies (biennial target: 4), including advisory services relating to: sustainable use of transboundary natural resources (Lithuania, the Caucasus, Central Asia and Eastern Europe); promoting accession to the Industrial Accidents Convention and the Protocol on Water and Health (Turkmenistan); promoting strategic environmental assessment (Kyrgyzstan, the Caucasus and Eastern Europe), and the Convention on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters (Aarhus Convention) and the Protocol on Pollutant Release and Transfer Registers (the Caucasus, Central Asia and Eastern and South-Eastern Europe).

(b) Strengthened implementation of ECE regional environmental commitments

500. The total number of parties reporting progress in implementing the ECE multilateral environmental agreements increased from 160 in 2013 to 190 in 2015 (biennial target: 170). This result includes 44 parties to the Air Convention; 3 parties to the Industrial Accidents Convention; 2 parties to the Protocol on Water and Health to the ECE Water Convention; 42 parties to the Espoo Convention, and 23 parties to the Protocol on Strategic Environmental Assessment to the Espoo Convention; 45 parties to the Aarhus Convention; and 31 parties to the Protocol on Pollutant Release and Transfer Registers to the Aarhus Convention.

(c) Strengthened national capacity for environmental monitoring and assessment systems in the countries of Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe

501. Capacity for environmental observations was further strengthened, as evidenced by 17 countries (biennial target: 17) using the ECE guidelines for applying environmental indicators. In particular, 6 countries improved the legal basis for environmental monitoring and assessment, 6 countries strengthened cooperation among institutions involved in monitoring and assessment and 10 countries made further improvements in their air monitoring networks, ranging from new parameters for monitoring to introducing new network stations. Furthermore, 11 countries strengthened water monitoring capacity either by adding new parameters for monitoring or by introducing a new type of monitoring or by working on projects for specific water monitoring bodies, and the Russian Federation established a programme to implement the ECE guidelines on soil contamination. All 17 target countries are producing the majority of core indicators, and most of them are sharing data online, in line with the Shared Environmental Information System and the ECE guidelines on environmental indicators.

(d) Improved environmental performance in countries with economies in transition

502. The number of countries showing progress in environmental performance increased from 21 in 2013 to 25 in 2015 (biennial target: 21). The third environmental performance reviews of Belarus, Georgia, Montenegro and Serbia, including an assessment of progress in implementing the recommendations of their second reviews, confirmed an improved environmental performance in these countries. Belarus reported on the implementation of 32 recommendations, of which 83 per cent were fully or partially implemented. Georgia informed about the implementation of 58 recommendations, of which 78 per cent were fully or partially implemented. Montenegro implemented 30 recommendations, of which 84 per cent were fully or partially implemented. Serbia reported on the implementation of

31 recommendations, of which 78 per cent were fully or partially implemented. The implementation was higher for those recommendations that were directly addressed to environmental authorities, compared with those addressed to other decision makers.

Subprogramme 2
Transport

(a) Strengthened legal and regulatory framework for international land transport (road, rail, inland waterway and intermodal transport), including transport infrastructure, border-crossing facilitation, transport of dangerous goods, vehicle construction and other transport-related services

503. The share of legal instruments in force relative to the total number of agreed United Nations legal instruments on transport administered by ECE remained at 86 per cent (biennial target: 87 per cent). A total of 161 new vehicle regulations and amendments to existing regulations (biennial target: 100) were adopted by ECE, aimed at improving the safety and environmental performance of vehicles. The new regulations cover hydrogen and fuel-cell vehicles, pole side impact, electric-powered two wheelers, and frontal impact, with a focus on restraint systems. They also include the United Nations Global Technical Regulations on the Worldwide Harmonized Light Vehicle Test Procedures and on Tyres. Six international legal instruments (biennial target: 6) were brought in line with the eighteenth revised edition of the United Nations Recommendations on the Transport of Dangerous Goods, including all major legal instruments governing the international transport of dangerous goods by road, rail, inland waterway, air and sea.

(b) Greater geographical coverage and more effective implementation of ECE legal instruments and recommendations on transport

504. With assistance from ECE, the number of States parties to the United Nations transport legal instruments administered by ECE reached 1,709 (biennial target: 1,700). The new States parties are Belarus, Belgium, Georgia, Pakistan, the Republic of Moldova (three instruments), Saudi Arabia, Serbia, Slovakia, Slovenia and Viet Nam (two instruments). To expand the geographical coverage of its legal instruments on transport, ECE strengthened cooperation with other regional commissions, in particular ECA and ESCWA. Seven mechanisms (biennial target: 7) were put in place for monitoring the implementation, as agreed by member States. A new monitoring mechanism (Road Signs Management System) was established in 2014, enabling the Contracting Parties to the Convention on Road Signs and Signals (1968) to upload and compare national signs and signals in the ECE database with those agreed in this Convention. Another mechanism, initiated in the previous biennium was finalized, to ensure the monitoring of the implementation of Annex 9 of the International Convention on the Harmonization of Frontier Controls of Goods, 1982.

(c) Enhanced capacity in ECE member States, particularly in landlocked developing countries, for the development of the pan-European and transcontinental transport infrastructure and transport facilitation measures

505. With the accession of Serbia to the European Agreement on Main Inland Waterways of International Importance in 2014, the number of Contracting Parties

to the four key transport agreements reached 115 (biennial target: 115). Fifty-eight countries (biennial target: 53) participated in subregional transport infrastructure projects in 2014-2015. Phase III of the Euro-Asian Transport Links Project, which had been launched in 2013, attracted 32 countries, compared with 18 countries involved in phase I. Twenty-six countries participated in the ECE Trans-European Motorway and Trans-European Railway projects, according to statistics collected by the subprogramme. These projects along with the Euro-Asian Transport Links project enhanced the national capacity of participating countries for financing and improving transport infrastructures and increased the relevance of the three projects to existing and potential participating countries.

(d) Strengthened capacity to implement relevant ECE legal instruments, norms and standards, in particular in the countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia

506. The level of participants' satisfaction with ECE capacity-building activities organized in countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia increased from 75 in 2013 to 80 per cent in 2014-2015 (biennial target: 80 per cent), based on analysis of the participants' responses to evaluation questionnaires. The number of countries having established road safety improvement targets reached 42 (biennial target: 37), according to statistics collected by the subprogramme.

Subprogramme 3
Statistics

(a) Streamlined international statistical work

507. To improve inter-agency coordination and eliminate overlaps and gaps in statistical activities, ECE reviewed in-depth international statistical work in six areas (biennial target: 5). The reviews addressed statistics related to measuring social protection; leading, composite and sentiment indicators; population projections; measuring extreme events and disasters; labour mobility; and a process-oriented approach to statistical production. As a result, ECE launched three international task forces to improve the measurement of labour mobility, population projections and extreme events and disasters with official statistics. According to the statistics collected by the subprogramme, 27 international organizations (biennial target: 27) reported information to the ECE Database of International Statistical Activities during the biennium. The classification, developed for this database, had been adopted by a number of statistical offices, the international consortium on Statistical Data and Metadata eXchange, and the United Nations Statistics Division in their global inventory of statistical standards.

(b) Updated and newly developed standards, methodologies and practices to enhance international comparability of statistics

508. Six methodological standards (biennial target: 5) were endorsed by more than 60 countries at the Conference of European Statisticians in 2014-2015 on gender equality indicators, climate change-related statistics, global production, business registers, quality of employment, and population and housing censuses. As indicated by the results of a survey, these standards were also endorsed by States Members of the United Nations beyond the ECE region, contributing to the enhanced

international comparability of official statistics. The Conference of European Statisticians recommendations on measuring sustainable development were used as a major input in developing an indicator framework for measuring the Sustainable Development Goals. In 2014-2015, ECE carried out methodological work, by drafting new guidelines and collecting good practices in 27 (biennial target: 27) of 55 statistical areas of the Classification of International Statistical Activities.

(c) Improved national capacities to implement international standards in official statistics, including Millennium Development Goals and gender-sensitive indicators, by ECE member States, particularly by those with less advanced statistical systems

509. In 2014-2015, ECE carried out 13 training workshops and undertook a number of advisory missions to improve the statistical capacity in countries with developing statistical systems. As indicated by a survey, 87 per cent of experts (biennial target: 80 per cent) who took part in ECE training workshops considered the training to be of high quality and useful for their work. These activities contributed to progress in areas identified for improvement in the global assessments of national statistical systems in line with international statistical standards. ECE supported countries' capacity to report on Millennium Development Goals and gender-sensitive indicators, and contributed to assessing countries' readiness for monitoring progress towards the Sustainable Development Goals. In total, six member States (biennial target: 4) developed a national strategy for sustainable development of statistics in line with recommendations contained in global assessments.

(d) Improved availability in the ECE database of reliable, relevant, timely and comparable statistics, including Millennium Development Goals indicators and gender-disaggregated data, to support evidence-based policymaking of ECE member States

510. In 2014-2015, the availability of high quality macroeconomic, social and demographic statistics improved in the ECE statistical database. In total, 161 time series (biennial target: 160) were available in the database. The country overview tables were among the most actively used data, along with gender and economic statistics, Millennium Development Goals indicators and the clearinghouse on migration statistics. User satisfaction remained high, with an online survey indicating that 86 per cent of users (biennial target: 80 per cent) considered the quality of data as excellent or good. In 2014-2015, data downloads increased by 5 per cent from the record levels of 2012-2013. Automated processes and quality checks improved the timeliness and reliability of data. In addition, ECE developed a mobile application and redesigned the database website. These improvements, along with the availability of a "quick" statistics option, as well as maps, graphs and country rankings, attracted new users.

Subprogramme 4
Economic cooperation and integration

(a) Increased knowledge of good practices and policies on financial and regulatory environment conducive to economic growth, innovative development and higher competitiveness of enterprises and economic activities leading to the formulation of related ECE policy recommendations

511. Six sets of policy recommendations (biennial target: 6) were prepared on innovation and entrepreneurship; innovation in the public sector; improving the national innovation system of Armenia; smart specialization strategies; improving the national innovation system of Tajikistan; and public-private partnership standards. The new recommendations resulted from the exchange of policy experience and good practices during the meetings of the Committee on Innovation, Competitiveness and Public-Private Partnerships and its subsidiary bodies (i.e., the teams of specialists on innovation and competitiveness policies and on public-private partnerships). These meetings contributed to increased knowledge of best practices and policies by over 400 policymakers and experts from the ECE region. The policy recommendations were presented as official documents and/or conference room papers at the 2014 and 2015 sessions of the Committee.

(b) Enhanced implementation of the aforementioned ECE policy recommendations

512. During the biennium, the subprogramme promoted enhanced implementation of policy recommendations, including through the Innovation Performance Reviews of interested countries and policy advisory missions conducted by the ECE Public-Private Partnerships Business Advisory Board. There were at least 14 cases (biennial target: 12) where member States implemented ECE policy recommendations, by developing new laws, strategies and policy programmes on innovation and competitiveness and on public-private partnerships, and by establishing public-private partnership units. These cases were reported by national counterparts during a stocktaking conference on the implementation of recommendations from national innovation performance reviews (17-18 November 2015, Minsk), and by a joint ECE-UNDP-Government of Belarus project on public-private partnerships financed by the European Commission.

(c) Strengthened national capacity in countries with economies in transition to promote good practices and implement the aforementioned ECE policy recommendations

513. The capacity to promote good practices and implement ECE policy recommendations was strengthened through more than 30 demand-driven capacity-building events held by ECE in Armenia, Azerbaijan, Belarus, Kazakhstan, the Russian Federation, Tajikistan, Turkey, Turkmenistan and Ukraine, as well as in Morocco and the Philippines. These country-level activities involved well over 800 participants. Based on the reporting of member States, there were at least 15 cases (biennial target: 13) in which countries followed up on ECE capacity-building activities. These cases included: reviews of national operating procedures, rules and regulations initiated by member States; the use and adaptation of ECE good practices and policy recommendations in national capacity-building; education activities; the dissemination of new knowledge and lessons learned to peers and

students by participants in ECE capacity-building activities; and bilateral cooperation activities (twinning, site visits) initiated with facilitation from ECE.

Subprogramme 5
Sustainable energy

(a) Improved international dialogue among governments, industry and other stakeholders on sustainable energy issues, in particular, energy security, energy affordability and energy-related environmental impacts

514. The ECE Sustainable Energy Weeks, the meetings of the Committee on Sustainable Energy and the launch of Geneva Energy Conversations, an interactive dialogue with energy experts, contributed to the increased participation of governments and other stakeholders in policy dialogue on sustainable energy issues. Progress was achieved in particular in promoting policy dialogue on energy security and affordability, energy-related environmental impacts and the implementation of the energy-related Sustainable Development Goals. Based on statistics collected by the subprogramme, the number of participants who contributed to policy discussions on these subjects reached 80 per cent (biennial target: 74 per cent). Participants' satisfaction remained high, with three online surveys indicating that 96 per cent of respondents (biennial target: 75 per cent) agreed on the usefulness of policy dialogue and made further suggestions about its content.

(b) Improved overall energy efficiency, including energy efficiency market formation across the ECE region

515. The joint ECE/ESCAP Interregional Workshop on Investment Projects Pipeline (23-24 April 2014, Bangkok) under the Promoting Energy Efficiency Investments for Climate Change Mitigation and Sustainable Development project contributed to improved energy efficiency market formation in the region. The workshop reviewed the investment projects pipeline, an inventory of energy efficiency project proposals. More than 40 participants from 18 countries gained knowledge and experience to identify, develop and submit project proposals for energy efficiency investments. As indicated by the workshop participants, this work resulted in six new energy efficiency investment projects developed and approved for financing in countries with economies in transition, bringing the total number of energy efficiency investment projects to 24 (biennial target: 20). The total number of national experts trained to identify, develop and submit project proposals for energy efficiency investments reached 220 (biennial target: 220).

(c) Strengthened formulation and implementation of ECE recommendations/guidelines, best practices and other normative instruments for sustainable energy development

516. The number of countries that applied the United Nations Framework Classification for Fossil Energy and Mineral Resources in their fossil energy and uranium resources management increased from 11 in 2013 to 18 in 2015 (biennial target: 14). Seven workshops to build capacity on the Framework Classification application were organized in Switzerland (three events, with a total of 202 participants from more than 30 countries), Cuba (50 participants from 5 countries), Egypt (50 participants from 17 countries), South Africa (42 participants from 16 countries) and the United States (42 participants from 8 countries). These activities

contributed to increasing the participants' capacity to implement the Framework Classification, undertake case studies, and provided feedback on improvements to the Framework Classification. The workshops resulted in seven case studies by Argentina, Brazil, Cameroon, China, Malawi, the Niger and the United States. The number of capacity-building events to disseminate the coal mine methane best practices increased from four in 2013 to six in 2015 (biennial target: 6).

Subprogramme 6
Trade

(a) Adoption and increased implementation by member States of ECE recommendations, norms, standards, guidelines and tools for trade facilitation and electronic business

517. The number of new or revised ECE recommendations, standards or guidelines approved by member States in 2014-2015 was 25 (biennial target: 24). These instruments, including the revised Recommendation No. 4 (National Trade Facilitation Bodies) and the new Recommendation No. 40 (Consultation Approaches: Best Practices in Trade and Government Consultation on Trade Facilitation Matters) will contribute to the implementation of the WTO Trade Facilitation Agreement by member States. More than 2.5 million page views of these instruments (biennial target: 120,000) demonstrated their high usage by countries in 2014-2015, with the United Nations location codes accounting for the major share of page views. In response to requests by member States, nine countries (biennial target: 6) received ECE assistance on the implementation of trade facilitation and electronic business instruments, which contributed to increased capacity to implement national trade facilitation reforms.

(b) Adoption by member States of ECE recommendations, norms, standards, guidelines and tools for regulatory cooperation

518. The deliverables of the work of the ECE Working Party on Regulatory Cooperation and Standardization Policies continue to be referenced worldwide by government authorities, international organizations and the business community. In particular, New Zealand and the Russian Federation, the WTO Committee on Technical Barriers to Trade, the European Union Expert Panel for the Review of the European Standardization System and the Customs Union of Belarus, Kazakhstan and the Russian Federation have explicitly referred to the use of Recommendation L (International Model for Transnational Regulatory Cooperation Based on Good Regulatory Practice). Recommendation L was revised during the biennium (biennial target: 1) to ease barriers to trade through the harmonization of trade regulations and standards. Two requests for assistance on market surveillance have been received from the African Organization for Standardization Conformity Assessment Committee and Ukraine.

(c) Adoption and increased implementation by member States of ECE recommendations, norms, standards, guidelines and tools for agricultural quality standards

519. During the biennium, the number of adoptions and revisions of agricultural quality standards reached 33 (biennial target: 25) while the total number of implementations was 1,439 (biennial target: 1,000). The number of PDF files

opened on the ECE website related to recommendations and standards on agricultural produce was 50,700 (biennial target: 350,000 downloads). This result is not comparable with the biennial target owing to new software for monitoring the use of the ECE Internet site and the change in the data collection methodology. Nevertheless, the demand for standards has increased in comparison with the previous biennium, which attests to the significantly higher uptake than expected of ECE standards by the public sector in transition and developing countries worldwide. ECE outreach and capacity-building activities contributed to the increased alignment of national regulations with ECE standards in order to open up export opportunities.

(d) Enhanced national capacity of member States for trade policy development and implementation

520. During the biennium, member States achieved enhanced capacity for trade policy development. Five national action matrices for trade development (biennial target: 2) were developed for selected ECE member States in Central Asia and Eastern Europe and adopted by their Governments. In addition, two needs assessment studies (Tajikistan in 2014 and Kyrgyzstan in 2015) on regulatory and procedural barriers to trade (biennial target: 2) were published. The Governments of these two Central Asian countries adopted the ECE recommendations for improving regulatory and procedural barriers to trade as part of their national development plans.

Subprogramme 7
Forestry and timber

(a) Increased understanding and better monitoring of the forest sector, to support sustainable forest management

521. Sixty per cent of ECE member States (biennial target: 69 per cent) provided satisfactory qualitative data on sustainable forest management. Seventy-three per cent of ECE member States (biennial target: 69 per cent) provided satisfactory quantitative data on sustainable forest management. Seventy-seven per cent of ECE member States (biennial target: 70 per cent) provided satisfactory responses to the ECE/FAO/International Tropical Timber Organization/Eurostat joint forest sector questionnaire. Eighty-seven per cent of participants (biennial target: 77 per cent) evaluated meetings and workshops of the ECE/FAO Forestry and Timber Section as useful. Compared with the previous biennium, this is a significant improvement in the assessment of ECE activities, indicating the increased relevance and effectiveness of the meetings.

(b) Increased capacity of countries of Eastern Europe, the Caucasus, Central Asia and South-East Europe to achieve sustainable forest management at the national level

522. Eight capacity-building workshops on promoting sustainable forest management for greener economies were organized for countries of Central Asia and the Caucasus. Based on the workshop evaluation results, 91 per cent of participants (biennial target: 77 per cent) rated the events as useful for their work. Several countries have indicated the need for continuing such activities in the future. The capacity-building workshops included modules on green economy,

policy development, wood energy, and data collection and management — areas that require special attention in the region. These activities facilitated the exchange of best practices and showcased good examples from other countries. As a result, Georgia, Kazakhstan and Tajikistan were able to develop programmes or plans for the forest sector in a green economy. This represents a major shift from the old-style forestry policies formulation towards the one that is cross-sectoral and takes into account both the environmental and economic aspects of development.

Subprogramme 8
Housing, land management and population

(a) Improved capacity for policy formulation and implementation in housing, planning and land administration in the countries of Eastern Europe, the Caucasus and Central Asia, and South-Eastern Europe

523. Three countries were engaged in ECE country profiles on housing and land management. The country profiles for the Republic of Moldova and Uzbekistan were completed, providing recommendations on how to improve national housing policies and legislation. A regional assessment report containing a set of policy recommendations was developed based on mini country profiles submitted by 38 countries (biennial target: 26). A total of 28 countries (biennial target: 26) reported on their measures to improve housing policies and land management practices. These included a financing mechanism for energy efficiency in buildings (Armenia); a draft law on housing (Serbia); the Act regulating utilities in residential buildings, the Act on Spatial Planning and Construction Code (the Czech Republic); a strategic urban plan (Malta); policies to improve energy efficiency (Portugal, Uzbekistan, Turkmenistan) and affordability of housing (Albania, Croatia, Denmark, the Republic of Moldova, the Russian Federation, Slovakia and Tajikistan); and an e-registry of real estate (Kyrgyzstan).

(b) Strengthened implementation by countries of ECE guidelines on housing and land management, including on energy efficiency, informal settlements, transparency in land and real estate markets and on improved safety in buildings

524. The implementation of 35 ECE workshops, seminars and training programmes contributed to an increased knowledge and improved implementation of sustainable policies related to real estate markets, energy-efficient housing, smart city design and land administration by member States. The number of countries that reported on their measures to implement ECE guidelines on energy-efficient and affordable housing increased from 23 in 2013 to 27 in 2015 (biennial target: 27). As a follow-up to the Albanian national workshop on energy efficiency, the Government adopted a programme on building standards. Armenia adopted a law on energy-efficient housing and initiated a smart cities programme. Azerbaijan launched a national programme on land registration. Belarus initiated a programme of affordable housing for young people. Estonia launched a programme on district heating based on biofuels. The Russian Federation adopted a law on social housing. Tajikistan established an electronic database of normative documents in the construction sector and set up a service for the supervision of quality in construction.

(c) Enhanced national policy formulation on population ageing and intergenerational and gender relations

525. The number of countries that adjusted their policies or introduced new measures contributing to the regional implementation of the Madrid International Plan of Action on Ageing increased from 30 in 2013 to 33 in 2015 (biennial target: 33). Malta adopted a national policy on active ageing for 2014-2020 focusing on participation in the labour market, participation in society, and independent living. Poland introduced the Long-term Senior Policy Strategy for 2014-2020, addressing health and independent living, professional and social activity, the silver economy and intergenerational relations. The Czech National Action Plan for Positive Ageing 2013-2017 was amended by including a chapter on monitoring its implementation. A Road Map for Georgia was developed to provide recommendations on population ageing. Two policy briefs on ageing issued in 2014-2015 promoted the exchange of good practices. The results from the Active Ageing Index and data from the Generations and Gender Programme provided an additional evidence base for policymaking on ageing.

Section 21
Economic and social development in Latin America and the Caribbean

Highlights of programme results

The Economic Commission for Latin America and the Caribbean continued to act as a catalyst in economic, social, environmental and development issues in the region and lead the support in addressing the challenges posed by the 2030 Agenda for Sustainable Development. ECLAC has contributed to placing greater equality and sustainable development at the centre of high-level, regional and global dialogue, through its position document entitled "Compacts for equality: towards a sustainable future", launched at the thirty-fifth session of the Commission. ECLAC activities and technical cooperation, including more than 798[4] technical assistance missions, led to at least 288 actions, policies or programmes being adopted by the countries of the region in line with its recommendations. Moreover, ECLAC enhanced the capacity of technical experts and policymakers through more than 90 expert group meetings, dissemination of data and statistics of 43 online databases and 70 training courses and workshops and enriched the global debate through more than 200 publications, including six annual flagship publications, with an average of 84 per cent of its participants and readers acknowledging the usefulness of these activities and publications for their respective areas of work.

Challenges and lessons learned

The Commission continued to promote long-term sustainable development initiatives that place equality at the centre and structural change as the path. The application of a multidimensional approach to equality and poverty has been essential to assist the countries in moving towards filling the socioeconomic gaps. One of the challenges faced was translating analytical outputs into actual policies, which requires direct and increased technical assistance to Governments. ECLAC will continue focusing on building trust and partnerships with countries to ensure the openness and sustainability of the assistance provided. Also, regional consensuses do not always lead to an action plan. Therefore the Commission will continue supporting the countries to agree on a strategy for their implementation and ensuring that they are part of the global development agenda.

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[4] The data are presented as at 19 October 2015 owing to the migration to Umoja and the elimination of the ECLAC Mission Report System.

526. The above-cited results are based on the implementation of 97 per cent of 559 mandated, quantifiable outputs, compared with 96 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the secretariat decreased from 32 in 2012-2013 to 15 in 2014-2015.

527. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 21)).

Executive direction and management

(a) Programme of work is effectively managed

528. ECLAC continued to strengthen results-based management by streamlining processes and improving accountability. The programme of work has been effectively implemented by staff and supported by financial resources. As at December 2015, 97 per cent of its mandated quantifiable outputs (biennial target: 97 per cent) had been delivered within established deadlines. As at December 2015, 97.5 per cent of available resources (biennial target: 100 per cent) had been utilized.

(a) Increased timeliness of submission of intergovernmental documentation

529. One hundred per cent of intergovernmental documents (biennial target: 80 per cent) were submitted in accordance with required deadlines, including "Compacts for equality: towards a sustainable future", the ECLAC draft programme of work for 2016-2017, the report on the activities of the Commission in 2012-2013, the ECLAC report on technical cooperation activities carried out during 2012-2013, and a report on South-South cooperation, presented at the thirty-fifth session of the Commission. The Commission also provided substantive contributions to the second Summit of the Community of Latin American and Caribbean States, through five documents on public policies. In addition, ECLAC attended the Seventh Summit of the Americas, presenting the document entitled "Areas for cooperation in the Americas: building opportunities for inclusive development", and provided technical cooperation to countries upon request.

(c) Identification of emerging issues relevant to the region's development agenda.

530. During the biennium, ECLAC continued to act as a catalyst and leader in highlighting economic, social and environmental issues on the regional development

agenda. On 11 occasions (biennial target: 7) ECLAC brought emerging issues to the attention of member States. As examples, at the thirty-fifth session of the Commission, the position document entitled "Compacts for equality: towards a sustainable future" highlighted the relevance of equality and sustainable development for future generations in meeting the challenges of monitoring and accountability for the 2030 Agenda for Sustainable Development in Latin America and the Caribbean; the document entitled "Preliminary reflections on Latin America and the Caribbean in the post-2015 development agenda based on the trilogy of equality" advocated for strengthening existing regional mechanisms, and at the China-CELAC Forum, the document entitled "First Forum of China and the Community of Latin American and Caribbean States" explored the opportunities for cooperation on trade and investment between the two regions.

(d) *Enhanced policy coherence in the management of the economic and social activities of the United Nations*

531. ECLAC continued to play an important role in supporting efforts to achieve sustainable development in the region. During the biennium, 11 joint activities (biennial target: 6) were carried out with other United Nations entities. ECLAC organized a policy dialogue with the support of UNEP, the European Union and France, and promoted by Brazil and Chile, to exchange positions about the context of a global accord to combat climate change, which was adopted during the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change. In addition, ECLAC, jointly with UNDP and the Inter-American Development Bank, committed their knowledge and resources to support Sustainable Energy for All in the Americas. With UNICEF, ECLAC published one document on adolescents' right to education and one on children's rights in the digital age, and with ILO, the joint report entitled "The employment situation in Latin America and the Caribbean".

(e) *Enhanced public knowledge on the role of ECLAC in the promotion of the economic and social development of the Latin American and Caribbean region through public information activities*

532. The Commission's public information strategy to enhance public knowledge on ECLAC used both traditional mass media and new social networks to communicate activities and products targeting varied audiences at the local, regional and international levels. There was wide coverage by media outlets of the launch of ECLAC flagship documents, regional conferences and events, such as the visit of the United Nations Secretary-General to ECLAC and the magisterial lecture of the Prime Minister of China, registering 8,608 clippings in media outlets of the region (biennial target: 1,350). Produced in English, Spanish and Portuguese, ECLAC outreach materials provide newsworthy information, which is printed, broadcasted and tweeted every day, thus promoting the ECLAC brand and mission as a substantive think tank that addresses development issues in Latin America and the Caribbean. By December 2015, the ECLAC website had registered 5,374,739 visitors (biennial target: 3.7 million). ECLAC reached 225,000 followers in its Spanish and English Twitter accounts.

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

(a) *Improved capacity of Latin American and Caribbean countries to participate effectively in global and regional trade flows and value chains*

533. During the biennium, eight countries (biennial target: 7) formulated or adopted trade and integration policies in line with ECLAC recommendations. A Development Account project implemented in Ecuador, El Salvador, Nicaragua and Peru built capacity by generating increased information on the international integration of small and medium-sized enterprises, contributing to the design of better policies in this area. In Ecuador, analysis prepared by the subprogramme on bilateral trade and its associated costs and benefits resulted in the signing of a trade agreement with the European Union. Ninety-three per cent of readers of the subprogramme's publications (biennial target: 91 per cent) in the area of regional integration and regional value chains, including *Latin America and the Caribbean in the World Economy*, acknowledged having benefited from the analysis and policy recommendations on trade policies and export development contained in them.

(b) *Strengthened capacity of regional stakeholders to assess the impact and potential contribution of trade policy to sustainable development, including poverty reduction, gender equality and mitigation of climate change*

534. Seven countries (biennial target: 7) have formulated or adopted policies and measures based on ECLAC recommendations to assess the impact and potential contribution of trade policy to sustainable development, including poverty reduction, gender equality and mitigation of climate change. The subprogramme also assisted with the execution of a project on carbon footprint and food exports implemented in five countries, installing what has been coined as a "positive agenda" between trade and climate change, proposing that the measurement and the reduction of carbon footprint of exports should not be treated as green protectionism but as a management tool and a factor in international competitiveness. In addition, technical cooperation services have been provided to 18 public institutions and private organizations (biennial target: 13) to improve their capacities in relation to trade and sustainable development.

Subprogramme 2
Production and innovation

(a) *Strengthened capacity of Latin American and Caribbean Governments to formulate policies and strategies to transform the production structure with a focus on the most innovative sectors and the creation of linkages between firms as well as between sectors*

535. During the biennium, four policies or measures (biennial target: 7) were adopted by the countries in the region aiming at transforming their productive structures. Ecuador approved the National Strategy for Changing the Production Matrix, incorporating ECLAC recommendations included in the document entitled "Compacts for equality" and those provided through technical assistance. Uruguay adopted its Digital Agenda and the 33 CELAC countries approved the Plan for Food Security, Nutrition and Hunger Eradication 2025 within the Third Summit of Heads of State and Government of the Community, acknowledging the support of ECLAC. Ten government authorities (biennial target: 10) from Argentina, the Plurinational

State of Bolivia, Brazil, Chile, Costa Rica, El Salvador, Guatemala, Mexico, Paraguay and Peru reported having benefited from guidelines developed by ECLAC for the working groups of the Ministerial Conference on the Information Society. As a result of the first meeting of the Conference on Science, Innovation and Information and Communications Technologies, held in Santiago in June 2014, 15 countries signed a declaration to encourage collaboration among them.

(b) Strengthened institutional knowledge and capabilities of Latin American and Caribbean countries to foster productivity convergence, encourage innovation and support the incorporation of new technologies into productive and management processes

536. ECLAC continued to encourage innovation in production and management processes through publications and capacity-building to strengthen the institutional knowledge and capacities of countries in the region. The capacities of more than 30 government officials were improved as a result of workshops held in Argentina (promoting innovation in small and medium-sized enterprises), Costa Rica (building ICT indicators) and Ecuador (transforming the productive structure). A training course on technology policy and innovation, with the participation of representatives from seven countries in the region, was held in 2015. Ninety-three per cent of participants (biennial target: 93 per cent) acknowledged having benefited from the technical assistance provided to improve their capacities. The flagship publication on foreign direct investment received increased interest from stakeholders to be used further as a reference document to foster productivity. Ninety-four per cent of readers (biennial target: 81 per cent) acknowledged having benefited from the analysis and policy recommendations on investment patterns.

Subprogramme 3
Macroeconomic policies and growth

(a) Increased awareness and understanding among policymakers and other stakeholders in Latin America and the Caribbean of current and emerging macroeconomic issues in a highly volatile environment

537. During the biennium, the two annual flagship publications, *Economic Survey of Latin America and the Caribbean* (August 2014 and August 2015) and *Preliminary Overview of the Economies of Latin America and the Caribbean* (December 2014 and December 2015) were launched, reflecting the Commission's continuing work to increase the awareness and understanding of the stakeholders in the region in addressing emerging macroeconomic issues. All four publications proved to be relevant and timely, generating significant media coverage, and at least 15 references to the publications and activities of the subprogramme (biennial target: 10) were included in official sources, surpassing the biennial target. Moreover, 89 per cent of readers (biennial target: 80 per cent) acknowledged that they had benefited from the analysis of macroeconomic issues contained in the publications.

(b) Increased capacity of policymakers of Latin America and the Caribbean to analyse, design and implement macroeconomic policies that strengthen long-term economic growth and improve its impact on key social variables

538. Twelve actions, steps or measures (biennial target: 11) were taken by national Governments in the area of macroeconomic policy, as a result of increased

capacities of the policymakers in the region, including fiscal and labour policies, in line with the long-standing policy advocacy and recommendations of the subprogramme. The forums organized under the subprogramme continued to be recognized as highly relevant for policy formulation and analysis by participants. As a result, 95 per cent of participants (biennial target: 85 per cent) found the forums and their policy recommendations useful or very useful for their work.

Subprogramme 4
Financing for development

(a) Improved capacity of Latin American and Caribbean policymakers to formulate and implement financial policies to generate and allocate domestic resources and mobilize foreign resources for development

539. During the biennium, four policies, programmes or plans (biennial target: 4) were implemented in line with ECLAC recommendations. Among them, Curacao is in the process of creating a new development bank and technical cooperation was provided to Costa Rica and Guatemala for the identification, measurement and prioritization of structural gaps. Technical assistance was also provided to the countries of the Latin American and Caribbean region within the preparation for the regional consultation on financing for development, which contributed to shape Latin American and Caribbean countries' positions on the post-2015 development agenda and its financing dimension. The views of the Commission were reflected in the document entitled "Financing for Development in Latin America and the Caribbean: a strategic analysis from a middle-income country perspective". Seventy-six per cent of readers (biennial target: 75 per cent) acknowledged having benefited from policy recommendations and found the document to be relevant and informative of their area of expertise.

(b) Strengthened capacity of Latin American and Caribbean policymakers and other stakeholders to contribute to the debate on reshaping the global and regional financial architecture related to middle-income countries, official development assistance and innovative financing mechanisms

540. As a result of the Commission's continuous work in strengthening the capacity of regional policymakers, four regional institutions (biennial target: 4) made contributions to the debate on reshaping the global financial architecture. CELAC held discussions in the field of countercyclical liquidity of balance of payments, and the Working Group on Financial Integration of the Union of South American Nations discussed the financing of infrastructure. The Regional Consultation on Financing for Development in Latin America and the Caribbean, held in Santiago in the framework of the twentieth session of the Committee of High-level Government Experts, discussed issues related to financing of the post-2015 development agenda and the Sustainable Development Goals, from a Latin American and Caribbean perspective. In this context, all 33 CELAC member States ratified the importance of regional financial cooperation and integration and acknowledged the relevance of foreign direct investment flows and their effective contribution to the development of countries in the region.

Subprogramme 5
Social development and equality

(a) Increased capacity of Latin American and Caribbean Governments to formulate policies and programmes that address the structural and emerging social risks affecting various socioeconomic groups, with an approach based on human rights and equality

541. As a result of the Commission's efforts to increase the capacities of the Governments in the region, 12 policies or programmes (biennial target: 9) were formulated addressing structural and emerging social issues and risks. As an example, the subprogramme developed the methodology for the measurement of child poverty that was accepted by the Government of Haiti and its Institute of Statistics, which will contribute to the development of a national plan regarding the reduction of child poverty. Furthermore, the publication *Social Panorama of Latin America 2014* contributed to an increased level of understanding and knowledge of stakeholders on current social issues, as expressed by 78 per cent of the readers (biennial target: 76 per cent) who acknowledged having benefited from the content of the publication and having found it useful. Another of the subprogramme's publications, *Instruments of social protection: the Latin American Paths towards Universalization*, launched in July 2015, received increased interest from the public and stakeholders.

(b) Strengthened technical capacity of social policy institutions to reinforce the redistributive impact of public action, improve synergies among social policies and generate proactive articulations with other governmental entities and stakeholders regarding broadening of social protection networks and the reduction of poverty and inequality

542. During the biennium, a total of 13 social policy institutions (biennial target: 9) from eight countries of the region (Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Paraguay and Uruguay) adopted programmes in line with ECLAC recommendations. In Ecuador, the National Council of Childhood and Adolescence developed policies from a rights perspective for children and youth, and the National Youth Institute of Costa Rica accepted ECLAC recommendations in reference to programmes for institutional innovation in the social sector by developing a strategy to monitor its national youth policy. In addition, the Ministry of Social Development of Uruguay developed a policy for a national health-care system. As a result of the subprogramme's technical cooperation services, 12 stakeholders (biennial target: 12) acknowledged having benefited from the Commission's guidance and recommendations focused on strengthening their capacity to improve the social impact of public action.

Subprogramme 6
Mainstreaming the gender perspective in regional development

(a) Strengthened capacity of countries in the region to implement gender equality policies in line with international agreements on women's human rights

543. During the biennium, six policy actions (biennial target: 6) were implemented as a result of the meetings of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean. Costa Rica, Colombia and Argentina ratified the ILO Convention No. 189 concerning decent work for domestic workers, and Peru adopted the National Technical Guide for the standardization of the process

for comprehensive care of pregnant women in voluntary therapeutic termination of pregnancies. Colombia assigned powers to the Presidential Council for Gender Equality to respond to the vulnerabilities of women in armed conflicts, and Costa Rica launched the local committees of immediate attention and monitoring of high-risk cases of violence against women. ECLAC also supported the efforts of countries in the region to mainstream the gender perspective in the 2030 Agenda for Sustainable Development by strengthening the coordination between the Regional Conference on Women in Latin America and the Caribbean, the Regional Conference on Population and Development in Latin America and the Caribbean and the Statistical Conference of the Americas.

(b) Strengthened capacity of countries in the region to implement the agreements of the twelfth session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to the economic empowerment of women, recognition of women's unpaid work and women's participation in the information society

544. During the biennium, 19 policy measures (biennial target: 18) were implemented, following the agreements of the twelfth session of Regional Conference on Women in Latin America and the Caribbean. Among them were the law to create the Ministry of Women and Gender Equality and the amendment of the labour code on ensuring equal rights for both parents (Chile), the creation of the gender unit in the Ministry of Economy (El Salvador), and the amendment to the Constitution on special provisions for women during pregnancy at work (Mexico). Ten policy actions (biennial target: 10) on time-use measurements were adopted in Chile, Costa Rica, Ecuador, Guatemala, Mexico, Peru and Uruguay. The Classification of Time-Use Activities for Latin America was approved at the eighth meeting of the Statistical Conference of the Americas. Twenty-five stakeholders (biennial target: 18) benefited from the technical cooperation of ECLAC and from horizontal South-South technical cooperation in areas such as gender statistics, violence against women, economic empowerment, care, planning and unpaid work.

Subprogramme 7
Population and development

(a) Increased capacity of Latin American and Caribbean stakeholders concerned with population and development issues to monitor population trends and address population and development issues for use in sociodemographic policies and programmes

545. During the biennium, the subprogramme continued to increase the capacity of stakeholders in the region, reaching 48 stakeholders (biennial target: 45). The subprogramme provided inputs, including data and metadata for the production of maternal mortality figures, which resulted in a report containing an analysis of figures for 20 Latin American countries and a comparison with those reported by the Maternal Mortality Estimation Inter-agency Group. The Plurinational State of Bolivia was assisted in the development of its own study on national maternal mortality. Seventy-eight per cent of participants in the subprogramme's activities (biennial target: 73 per cent) acknowledged having benefited from products and services in the area of monitoring population trends for their further use in the development of the sociodemographic policies and programmes. Thirty-one professionals from 14 countries were trained on demographic analysis methods and

techniques for the study and diagnostics of population dynamics during the Regional Intensive Course on Demographic Analysis.

(b) Increased technical capacity of Latin American and Caribbean countries to monitor and implement the recommendations and goals of the Programme of Action of the International Conference on Population and Development and other international agreements related to those issues

546. As a result of the technical assistance provided by the subprogramme, guidelines, manuals and technical papers, countries in the region took 48 actions (biennial target: 45) to implement recommendations from the main international agreements regarding population and development. In line with the subprogramme's recommendations, Chile, Colombia, Honduras, Mexico and Peru launched social protection systems for persons with disabilities and Brazil, Chile, Costa Rica, Mexico, Nicaragua and Peru implemented measures for the protection of migrants. Specific programmes were implemented for the protection of older persons, reproductive health and human rights (Argentina, Colombia, Ecuador and Uruguay), to prevent HIV and sexually transmitted diseases (Argentina, Chile, Ecuador, Honduras and Peru), teen pregnancy prevention (Colombia and Honduras), to reduce malnutrition, and on violence prevention in early childhood (Guatemala and Honduras). Six countries implemented policies related to gender equality and violence against women, Argentina formulated laws establishing equal marriage, and Chile approved a law on civil unions.

Subprogramme 8
Sustainable development and human settlements

(a) Increased capacity of Latin American and Caribbean countries to integrate sustainability criteria into development policies and measures, including to human settlements policies

547. During the biennium,. 11 countries (biennial target: 11) integrated sustainability criteria into their policies and measures, in line with ECLAC recommendations. Brazil, Colombia, Chile and Peru underwent an environmental performance review. Brazil signed an environmental programme with ECLAC, and three countries signed the Declaration on the application of Principle 10 of the Rio Declaration on Environment and Development in Latin America and the Caribbean, bringing the total number of signatories in the region to 20. As a result of their participation in seminars organized by the subprogramme, government officials increased their capacity to develop legal instruments and implement policies concerning sustainable development and human settlement issues, and seven stakeholders (biennial target: 7) acknowledged having benefited from the technical cooperation services provided by the subprogramme. An agreement was signed with the Housing Ministry of Chile to implement a strategy for eco-friendly social housing development, while the cities of Sao Paulo and Santiago adopted settlements recommendations regarding mitigation and adaptation measures to reduce the impact of climate change.

(b) *Enhanced capacity of the Governments of the region and other stakeholders to follow up on and make progress in the implementation of international agreements relating to sustainable development and urban development*

548. Based on ECLAC recommendations, 12 countries (biennial target: 12) made progress in the implementation of international agreements relating to sustainable development. The subprogramme worked with the cities of Santiago, Sao Paulo and Mexico City to identify additional measures addressing lower carbon emissions, including a cost-benefit analysis. ECLAC also worked with Sao Paulo to launch a reflection on the new urban agenda for metropolitan areas in South America and Mexico, and signed an agreement for joint cooperation in this area, which included the organization of four high-level workshops. Chile and Mexico introduced fiscal measures to internalize environmental and health externalities by establishing prices on the carbon molecule in fossil fuels, on carbon emissions for utilities, on sugar in industrialized drinks and on new car emissions. Chile developed work on the economic cost of adaptation plans and, with support from ECLAC, Costa Rica, Ecuador and Brazil studied the introduction of green fiscal policies.

(c) *Increased capacity of Latin American and Caribbean countries to implement climate change adaptation and mitigation measures, particularly through investment and fiscal policies*

549. During the biennium, five actions (biennial target: 5) were taken by countries in the region, in line with ECLAC recommendations to increase the number of policies and measures on climate change mitigation, adaptation and risk reduction. Among them, the Ministry of Finance of Ecuador designed a classifier for environmental spending, with technical support provided by ECLAC. This classifier will allow the national Government to know the expenditure incurred in protecting the environment and, particularly, spending on mitigation and adaptation to climate change. Technical assistance was also provided to Costa Rica and the Dominican Republic regarding decisions on intended nationally determinate contributions. In addition, 84 per cent of readers (biennial target: 82 per cent) acknowledged having benefited from the analysis and policy recommendations on climate change adaptation, mitigation and risk reduction in selected publications of the subprogramme, such as the *Economics of Climate Change in Latin America and the Caribbean*.

Subprogramme 9
Natural resources and infrastructure

(a) *Strengthened institutional capacity in the countries of the region to formulate and implement public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services*

550. As a result of the subprogramme's activities aiming at strengthening the institutional capacity of countries in the region, 12 policy measures (biennial target: 10) were formulated or adopted at the national and subregional levels. These included the development of regional integration initiatives in logistics and mobility in Central America, the definition of integration indicators to monitor and evaluate infrastructure projects (Mesoamerica Project) and regional policies on integrated and sustainable logistics. Technical cooperation services were provided to improve the work in the area of sustainable management of natural resources and the

provision of public utilities and infrastructure services, which benefited seven stakeholders (biennial target: 7), increasing their capacity on topics such as infrastructure, regional integration, ports, transportation and energy efficiency indicators. Nineteen countries benefited from the Base Indicators for Energy Efficiency for Latin America and the Caribbean, which provides support to the national formulation of public policies in this area.

(b) Enhanced policy harmonization and coordination and sharing of best practices at the subregional and regional levels on the sustainable management of natural resources and the provision of public utilities and infrastructure services

551. During the biennium, 27 institutions (biennial target: 27) took action to coordinate policies in line with ECLAC recommendations. As a result of the technical assistance provided, the Chilean Federation of Customs Brokers addressed the logistics for production lines of commerce, while the Chilean National Society of Mining, Petroleum and Energy recognized the important contribution of ECLAC in the governance for port development. A major achievement was the request by country representatives of the Sectoral Council of Ministers of Transport of Central America for ECLAC support for the elaboration of a framework strategy for integrating regional infrastructure, which was presented at the thirty-fourth meeting of the Council. Heads of State and Government at the fifteenth Summit of the Tuxtla Mechanism for Dialogue and Coordination recognized the highest priority of the logistics and mobility issues in the regional development strategy, acknowledging the contribution of ECLAC in this area and requesting its continued assistance.

Subprogramme 10
Planning of public administration

(a) Strengthened capacity of Latin American and Caribbean countries to adopt new approaches and address emerging issues regarding development planning at the national and subnational levels, results-based budgeting and public administration

552. Fourteen public agencies and entities (biennial target: 14) from nine countries in the region took into consideration ECLAC recommendations in the areas of planning, results-based management and foresight. Examples include El Salvador, on the setting up of the national planning system; Argentina and Mexico, on green budgets and institution-building; Chile and El Salvador, on city planning and management and climate change; Peru and Uruguay, on sustainable growth and planning for development; and Chile and Peru, on sustainable public procurement. Some 400 participants (biennial target: 300) increased their capacities as a result of more than 100 international, national and distance-learning/online courses delivered by ECLAC, and acknowledged having benefited from these activities. The subprogramme published more than 20 titles on specific topics in the *Public Management Overview in Latin America and the Caribbean* and the *Territorial Development Overview in Latin America and the Caribbean* series, with 90 per cent of readers (biennial target: 82 per cent) acknowledging having benefited from them.

(b) Enhanced coordination, sharing of best practices and benchmarking among stakeholders and Governments in the region at the national and subnational levels regarding public management of development strategies, with an emphasis on planning, budgeting and evaluation

553. During the biennium, representatives of at least 12 public agencies (biennial target: 12) participated in networks and events organized and convoked by the subprogramme, such as the Public Investment Systems' Network, the Latin American and Caribbean Network for Planning and Sustainable Development, the Regional Development Network, the Latin America Network for Regional Development and the Regional Council for Planning. In addition, the subprogramme contributed to the creation of the Ibero-American Futurists Network and coordinated the first international event organized by ECLAC on foresight for development, entitled "Latin America and the Caribbean in 2030: world visions, continental views", held in Santiago in September 2014. These forums attracted more than 1,000 participants from academia, public institutions and NGOs, with 81 per cent of the survey respondents (biennial target: 78 per cent) acknowledging the relevance and usefulness of the forums to their work.

Subprogramme 11
Statistics

(a) Progress in the implementation of the Strategic Plan 2005-2015 of the Statistical Conference of the Americas

554. With technical support from ECLAC, 91 per cent of countries in the region (biennial target: 80 per cent) complied with the System of National Accounts and incorporated satellite accounts. Jointly with ECLAC, six recommendations or guidelines (biennial target: 6) were developed by working groups of the Statistical Conference of the Americas regarding poverty, national accounts, information and communications technology, South-South cooperation, labour markets and international classifiers. The subprogramme intensified its support to the Statistical Conference of the Americas and its working groups, strengthening its role as the primary forum for statistical discussion and coordination in the region. The eighth meeting of the Statistical Conference of the Americas materialized the results of the efforts made during the biennium. One of the main achievements was the approval of the Strategic Plan of the Conference for 2015-2025, setting the main avenue for statistical cooperation in the region.

(b) Increased technical capacity of Latin American and Caribbean countries to monitor economic, social and environmental trends and to formulate evidence-based policies

555. As a result of the technical assistance provided by the subprogramme, nine actions (biennial target: 9) were taken by countries of the region to implement ECLAC recommendations in the areas of basic statistics, supply and use tables, labour indicators and satellite accounts. Activities towards improving the measurement of poverty remained an important objective during the biennium, with complementary multidimensional poverty measures developed and published in the *Social Panorama of Latin America 2014*. The ECLAC database CEPALSTAT, a consolidated online repository of economic, social and environmental databases in the region, accounted for 6,970,140 downloads (biennial target: 1.2 million).

Seventy-seven per cent (biennial target: 77 per cent) of CEPALSTAT users acknowledged having benefited from the information in this database, including national and regional profiles, a dashboard to facilitate the massive access of data, web services for advanced application programme interface developers and a collection of infographics available to users.

Subprogramme 12
Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

(a) Strengthened institutional capacity of the countries in the subregion to address economic and social issues, particularly regarding equality and poverty reduction

556. During 2014-2015, 19 institutions (biennial target: 10) formulated economic and social policies taking into account ECLAC recommendations, which led to the promulgation of the Social Development and Protection Act in El Salvador; the Competitiveness Act, the Minimum Wages and Policies for Infancy, and policies with attention to migrants in Mexico; and the Youth National Plan in Costa Rica. In addition, 17 stakeholders (biennial target: 12) acknowledged having benefited from ECLAC outputs and services for policymaking. For instance, the Mexican National Institute for the Elderly acknowledged the usefulness of the seminar for building the capacity on human rights for the elderly of more than 50 national officers. ECLAC also co-organized a high-level international conference on social protection, in Haiti, and contributed to South-South cooperation between Haiti and the Dominican Republic, which resulted in the agreement to exchange experiences between both countries on social protection programmes.

(b) Increased technical capacity of the countries in the subregion to design and evaluate policies and measures in the areas of economic development and structural change, trade and integration and sustainable development, including energy, agriculture and climate change

557. During the biennium, 23 institutions (biennial target: 20) formulated policies and measures for economic development and structural change, trade and integration and sustainable development, taking into account ECLAC policy recommendations. Examples include the Ministries of Economy and Tourism of Guatemala, which adopted the ECLAC methodology to implement specific programmes for the strengthening of the mini-vegetables value chain; the Ministries of Economy and Tourism of El Salvador, which adopted the ECLAC methodology in their policy guidelines and are implementing programmes to strengthen the shrimp value chain; and the Ministry of Trade in Costa Rica, which modified national policy for trade promotion using the ECLAC methodology to create productive linkages. Other activities focused on the integration of electricity and the updating of the Mesoamerica Project, creating energy efficiency indicators to monitor advances across different sectors of the economy. Twenty-five stakeholders (biennial target: 24) acknowledged having benefited from ECLAC products and services in these areas.

Subprogramme 13
Subregional activities in the Caribbean

(a) Improved capacity of countries in the subregion to address economic, social and environmental development issues

558. During the biennium, and as result of the technical assistance provided by the subprogramme, seven policy measures (biennial target: 11) were formulated and/or adopted in line with ECLAC recommendations. Antigua and Barbuda, Jamaica, Saint Kitts and Nevis, Saint Lucia and the Turks and Caicos Islands accepted policy advice on consumer prices, praedial larceny, national manufacturing, energy efficiency and population projections, respectively. The subprogramme convened the Caribbean Development Round Table and, by its resolution 83 (XXV), the Caribbean Development and Cooperation Committee adopted 37 conclusions and recommendations related to resilience-building and enhancing growth. A comprehensive review of the implementation of the Economic Partnership Agreement between the European Union and Caribbean Forum on trade and economic development in the Caribbean was conducted. Ten Government institutions, policymakers and other stakeholders that participated in the subprogramme's activities (biennial target: 9) acknowledged having benefited from them to promote economic, social and environmental development.

(b) Improved institutional capacity in countries of the subregion to follow up on the major international agreements in the economic, social and environmental fields

559. During the biennium, seven policies, programmes and measures (biennial target: 10) were adopted by countries. ECLAC launched an ICT platform to facilitate knowledge-sharing and reporting on the progress made in the implementation of the Barbados Programme of Action for the Sustainable Development of Small Island Developing States and the Mauritius Strategy for Implementation. Support was provided to member States engaged in the negotiations on the SAMOA Pathway outcome document to ensure that the concerns, challenges and issues of the Caribbean were fully represented in the final text. The subprogramme convened the Caribbean Technical Meeting on the Beijing+20 Review of the 1995 Beijing Declaration and Platform for Action, at which the Caribbean Statement on challenges facing the subregion was adopted. With support from ECLAC, a Caribbean perspective in the area of financing for development was articulated, and a regional position for negotiations was reached at the Third International Conference on Financing for Development Conference, held in Addis Ababa in July 2015.

(c) Enhanced regional dialogue, cooperation and collaboration in the Caribbean to address economic, social and environmental development issues

560. During the biennium, 13 Caribbean institutions and Governments (biennial target: 9) actively engaged in regional dialogue and/or cooperation and collaboration mechanisms coordinated by ECLAC. Barbados, Jamaica, Saint Lucia, Saint Vincent and the Grenadines, the Secretariat of the Caribbean Community and Common Market, the Caribbean Policy Development Centre and the Organization of American States participated in a preparatory meeting convened by the subprogramme, to ensure that the challenges and issues facing the Caribbean small island developing States were well represented and articulated at the third International Conference on Small Island Developing States. This fostered a

regional strategy and position for the Conference. Antigua and Barbuda, Bahamas, Barbados, Cuba, Guyana, Jamaica, Saint Lucia, Suriname and Trinidad and Tobago were actively engaged in a high-level Caribbean consultation on possible avenues for strengthening regional integration. In addition, four regional initiatives (biennial target: 9) were adopted to promote regional cooperation and integration resulting from technical assistance provided by ECLAC.

Subprogramme 14
Support to regional and subregional integration and cooperation processes and organizations

(a) Improved capacity of regional and subregional mechanisms to deepen their integration processes and promote their convergence

561. During the biennium, ECLAC technical and substantive inputs were used at least five times (biennial target: 5) to facilitate regional debate and consensus building on social, economic and sustainable development issues, upon request from the regional and subregional mechanisms. Substantive contributions were provided to the second Summit of the Community of Latin American and Caribbean States, through the development of five documents on public policies for equality, illiteracy, financial architecture, the governance of natural resources and the social economic outlook of the region. Moreover, the agreement signed in 2016 between ECLAC and the Union of South American Nations testified to the ongoing commitment and support for the processes of summits, ad hoc meetings and conferences of the 12 member countries. In addition, at least seven joint activities or initiatives (biennial target: 7) were held, in which various regional and subregional schemes and mechanisms participated to share knowledge and experiences, with technical and logistical support from ECLAC.

(b) Enhanced political dialogue of regional and subregional schemes with third parties and extraregional actors

562. During the biennium, the subprogramme provided technical and substantive inputs to regional and subregional integration organizations for recharging the debate and consensus among countries on social, economic and sustainable development issues. At least three times (biennial target: 3) ECLAC technical and substantive inputs were used to facilitate regional dialogue with third parties, including extraregional partners or mechanisms. ECLAC provided analytical inputs and recommendations on how to improve relations between CELAC and China, in response to requests received by the Pro Tempore Presidency of Costa Rica in preparation for the First Ministerial Meeting of the China-CELAC Forum. At least three times (biennial target: 3), regionally agreed positions were presented in global forums or summits, including a regionally agreed position at the meeting of Ministers of Industrialization and counterparts of the Group of 77 and China, held in the Plurinational State of Bolivia, and supporting the development and presentation of the regional position document at the Seventh Summit of the Americas.

Section 22
Economic and social development in Western Asia

Highlights of programme results

The Economic and Social Commission for Western Asia continued to enhance the capacity of member countries to develop and implement national, subregional and regional policies and strategies in the area of economic and social development. With support from ESCWA, the League of Arab States endorsed the Arab Initiative on the Water, Energy and Food Nexus; the Sudan held the first national social dialogue, and the United Arab Emirates adopted a national youth policy; Iraq and Yemen established national committees of practice on mainstreaming the participatory approach; Jordan passed legislation establishing an independent investment commission and on public-private partnerships; Egypt issued regulations on insurance companies; Saudi Arabia and Tunisia revised their macroeconomic framework. Kuwait adopted the National Strategy for Building an Information Society and Egypt adopted the Information and Communications Technology Strategy 2020. Networks of government officials and civil society organizations were formed in five countries. Fifteen ESCWA countries progressed in implementing the System of National Accounts. The Saudi Arabia National Development Plan and the draft constitution of Yemen were reviewed to include gender aspects; the Sudan approved national strategies on family and women and Egypt drafted laws to combat domestic violence. Two Iraqi ministries advanced public sector reforms; the Sudan integrated conflict mitigation strategies into national plans; and Jordan adopted the ESCWA paper on Syrian refugees.

Challenges and lessons learned

The main challenge for ESCWA continued to be the political and security instability in the region. It has become increasingly difficult to engage in medium- and long-term results-oriented initiatives in countries with a volatile security situation. Despite these obstacles, ESCWA has learned to be flexible and adaptable to changing conditions. ESCWA will continue to excel in programme delivery despite these obstacles and plan for the kind of contingency that the current political situation requires.

563. The above-cited results are based on the implementation of 99 per cent of 405 mandated, quantifiable outputs, compared with 98 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the secretariat increased from 44 in 2012-2013 to 46 in 2014-2015.

564. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 22)).

Executive direction and management

(a) Effective management of the ESCWA programme of work

565. ESCWA delivered 99 per cent of its mandated quantifiable outputs (biennial target: 90 per cent) within established timelines and utilized 100 per cent of resources (biennial target: 100 per cent), compared with funds authorized. The evaluation of three Development Account projects and the evaluation of subprogrammes 6 and 7 and the ESCWA Technology Centre were successfully completed during the biennium. The conduct of the twenty-eighth session of the Commission and that of the other intergovernmental bodies was evaluated, capturing the views of member States on the work of ESCWA. In addition, ESCWA had been very active in implementing UN-SWAP on gender equality and the empowerment of women. Among other initiatives, ESCWA also developed an organizational policy on gender equality and the empowerment of women; designed and administrated a biennial award for "Advancing gender equality and the empowerment of women"; and developed a human resources plan to achieve the equal representation of women at all levels in the next three years.

(b) Increased timeliness of the submission of documentation

566. ESCWA was able to increase the effectiveness of its intergovernmental meetings by finalizing and sharing meeting documentation with member countries well ahead of meetings. This ensured proper preparedness on the part of participants for discussions. For example, documentation for the twenty-eighth session of the Commission was distributed, on average, six weeks ahead of the session. Delegates expressed their satisfaction with the timely issuance of documents through the completed evaluation form, in which the timeliness of distribution of documents received a rating of 4.46 on a 5-point scale. As at December 2015, 95 per cent of pre-session documents (biennial target: 100 per cent) had been submitted in accordance with the required deadlines. The process of translating all documents into Arabic presents a particular challenge, causing all reports to be submitted at least two extra weeks in advance. However, ESCWA has made significant strides in this regard, and the 95 per cent submission rate is a significant improvement from the 89 per cent achieved in the previous biennium.

(c) Identification of emerging issues that require attention by member countries

567. The biennium 2014-2015 has been challenging to the ESCWA region owing to the prevailing political circumstances in many of its member States. ESCWA continued to align itself with the emerging regional priorities and to respond to recommendations raised by its member States during intergovernmental meetings, as evidenced by 202 recommendations (biennial target: 95) made by the intergovernmental bodies to address issues that had been brought to their attention by the secretariat. In this context, ESCWA addressed key emerging issues in the Arab region through its twenty-eighth ministerial session, which was held in Tunis in September 2014, under the theme "Social justice in the policies of the Arab States". The discussions culminated in the adoption of the Tunis Declaration on Social Justice in the Arab Region. ESCWA has also supported its member States in preparing for key international conferences related to sustainable development, financing for development and climate change.

(d) Enhanced policy coherence in the management of the economic and social activities of the United Nations

568. ESCWA delivered 20 outputs (biennial target: 15), in collaboration with other United Nations entities and regional organizations under the Regional Coordination Mechanism. It continued to play the convener role for the Mechanism for the Arab States. In 2014, the Mechanism convened its twentieth meeting, at which participants issued 11 recommendations through which they committed to a series of collaborative initiatives related to integrating regional priorities into the emerging post-2015 development agenda and social justice and development work in crisis contexts. In 2015, at the twenty-first meeting, participants issued nine recommendations focused on strengthening cooperation and coordination between regional United Nations entities and other regional organizations for the purposes of supporting member States in adapting, adopting and implementing the 2030 Agenda for Sustainable Development and its Sustainable Development Goals. ESCWA had also convened the first and second sessions of the Arab High-level Forum on Sustainable Development.

(e) Increased public awareness of the work of ESCWA in pursuing regional priorities and emerging issues

569. ESCWA continued to widen its outreach through a variety of means. In December 2015, ESCWA launched its completely revamped and updated website (https://www.unescwa.org/). The number of downloaded publications increased from 32,414 in 2013 to 61,145 in 2015, of which 6,637 were recorded since the launch of the new website. The number of clients on the ESCWA mailing list who received its press releases and media invitations has remained stable at 5,000 (biennial target: 4,500). The number of audio, visual and written press reports of ESCWA activities reached 1,100 (biennial target: 1,100). The number of likes for the ESCWA Facebook page increased from 1,791 in 2012-2013 to 5,083 in 2014-2015. In May 2014, ESCWA launched its Twitter account. Media coverage of ESCWA activities, such as the launch of its flagship publication, entitled "Arab integration, a 21st century development imperative", and the twenty-eighth ministerial session, both of which were held in Tunis, gave additional visibility to the work of ESCWA.

Subprogramme 1
Integrated management of natural resources for sustainable development

(a) Strengthened national capacity to develop and increase inclusive and equitable socioeconomic opportunities by increasing the productivity of small and medium-sized enterprises for employment creation and economic diversification

570. Member countries, with support from ESCWA, formulated three new measures (biennial target: 3) at the national level on small and medium-sized enterprises. These measures included the project on creating employment and value from waste in Oman; green building activities in Oman; and the promotion of green practices, provision of consultancy support and information services on green production. The number of institutions that created opportunities for generating employment through small and medium-sized enterprises increased from 10 in 2013 to 13 in 2015 (biennial target: 12). ESCWA strengthened its network of green help desks by expanding to Morocco, partnering with the Cleaner Production Centre. As part of

the regional consultative process on the post-2015 development agenda, ESCWA and its partners inaugurated the first meeting of the Arab Forum on Sustainable Development, in Amman in April 2014. The meeting supported the Arab preparations for the second session of the High-level Political Forum on Sustainable Development.

(b) Enhanced capacities of member countries to develop and implement national, subregional and regional policies, strategies and action plans for the sustainable management of water, energy and land

571. As at December 2015, five policies and strategies (biennial target: 3) had been adopted by national Governments, addressing water, energy, and land needs. Through capacity-building support from ESCWA, Yemeni officials were trained on appropriate mechanisms to promote investment in renewable energy and energy efficiency projects, and thus were enabled to adopt a strategy on financing renewable energy systems. The number of interventions to improve access to and efficiency of water and energy services increased from seven in 2013 to 11 in 2015 (biennial target: 9). With support from ESCWA, Yemen built the capacity of staff of the Ministry of Agriculture and Irrigation with regard to operating solar pumps. Other highlights included the preparation of a paper entitled "Sustainable Development Goals: an Arab regional perspective"; the provision of technical support to the Ministry of Environment in Lebanon to develop a national plan for implementing the National Sustainable Development Strategy; and the endorsement by the Arab member States of the Arab Initiative on the Water, Energy and Food Nexus by Arab member States.

(c) Enhanced food, water and energy security of the Arab region to sustain long-term development and preserve the achievements in poverty alleviation and human development by promoting regional cooperation on shared water resources, energy networks and land management

572. As at December 2015, 13 intergovernmental recommendations (biennial target: 13) had been adopted on regional cooperative initiatives related to water, energy and food security. The Arab Strategic Framework for Sustainable Development and the regional perspective on the Sustainable Development Goals were adopted upon the completion of the extraordinary session of the Council of Arab Ministers Responsible for the Environment, held in June 2014. ESCWA also participated in the twenty-seventh session of the Council of Arab Ministers Responsible for the Environment (Cairo, 19 November 2015), at which participants supported follow-up actions regarding the adoption of the 2030 Agenda for Sustainable Development. ESCWA supported the finalization of the Action Plan that aims to implement the Arab Strategy for Water Security in the Arab Region to Meet the Challenges and Future Needs for Sustainable Development 2010-2030. The Action Plan was subsequently endorsed by resolution of the Arab Ministerial Water Council (Doha, 27 May 2014).

(d) . Enhanced resilience and crisis management capacities of member countries to absorb and respond to the impact of crises, including the development of subregional and regional mechanisms, for a coordinated response to climate change and natural crises

573. Two regional training workshops were organized, one in Amman in May 2014 and one in Kuwait in November 2014, with the League of Arab States within the context of the United Nations Framework Convention on Climate Change and recent developments as well as challenges faced by negotiators and common positions between countries in the region in preparation for the preparatory meetings (Bonn, Germany, 4-15 June 2014) and the global negotiations for the twentieth session of the Climate Change Conference (Lima, 1-12 December 2014). The number of recommendations adopted by member countries that aimed at coordinated responses to climate change and natural crises increased from five in 2013 to nine in 2015 (biennial target: 9). The proposal of ESCWA to establish an Arab regional knowledge hub on climate change and water was endorsed in a resolution adopted by the Arab Ministerial Water Council at its sixth session (Doha, 27 May 2014).

Subprogramme 2
Social development

(a) Strengthened national capacity to develop a rights-based social policy that promotes social integration, social protection, the provision of adequate social services and employment generation

574. The work of ESCWA contributed to improving the inclusiveness and gender-sensitivity of the State of Palestine National Development Plan for 2014-2016 and the initiation of a national dialogue on integrated social policies by the Sudan. The number of measures that aim to promote social protection, access to social services and employment increased from four in 2013 to six in 2015 (biennial target: 6). ESCWA activities also contributed to enhancing capacities to adopt measures that promote the integration of key sociodemographic groups, resulting in an increased number of measures from 21 in 2013 to 26 in 2015 (biennial target: 24). This was evidenced by the adoption of a national youth policy in the United Arab Emirates, the integration of three new population priority areas into the national development plans of Jordan (family planning and technical education), Morocco (older persons) and the Sudan (migration), and the development of a monitoring framework for the Convention on the Rights of Persons with Disabilities and the Sustainable Development Goals in Morocco.

(b) Enhanced capacity of member countries to adopt social development policies and programmes based on the participation of the civil society and other stakeholders, in public policy formulation, implementation and monitoring

575. The number of instances in which civil society organizations engaged, with the support of ESCWA, in discussions on development priorities increased from 10 in 2013 to 15 in 2015 (biennial target: 14). This was evidenced in the high engagement of civil society in two regional consultations on the post-2015 agenda and in the civil society recommendations to the Arab High-level Meeting on Sustainable Development, as well as in the social justice policy dialogues held at the twenty-eighth ministerial session. In parallel, the number of joint committees facilitated by

ESCWA on participatory-based development issues increased from 14 in 2013 to 17 in 2015 (biennial target: 17). Representatives from government and civil society institutions in Iraq and Yemen established, with support from ESCWA, two national committees of practice to promote and institutionalize participatory processes in these countries.

Subprogramme 3
Economic development and integration

(a) Strengthened national capacity to develop inclusive and equitable socioeconomic conditions through pro-poor growth policies focused on employment generation and inclusive and equitable financial policies

576. ESCWA continued to follow up on issues related to the Monterrey Consensus and the Follow-up International Conference on Financing for Development, as evidenced by 25 policies and measures (biennial target: 26) adopted by member countries on the subject. During the biennium, Jordan passed a new investment law and a law on public private partnership, while Egypt issued new regulations in the area of mobilization of private resources for development. During the biennium, ESCWA organized nine workshops on investment dispute settlement, double taxation avoidance, and workers' remittances, which contributed to upgrading the skills of more than 180 government officials from six countries, namely Egypt, Lebanon, Morocco, the Sudan, Tunisia and Yemen. The subprogramme prepared a unified Arab position from the key issues related to financing for development and trained 50 officials on strategies for poverty measurement and reduction. Six member countries (biennial target: 6) adopted an inclusive and fair macroeconomic framework.

(b) Enhanced capacity of member countries to develop knowledge-based economies with a view to sustainable economic growth and poverty alleviation through effective macroeconomics as well as promoting economic diversification and competitiveness for decent job creation

577. During the biennium, ESCWA followed up with its member countries on updating their national development strategies through follow-up surveys to acknowledge benefits from the ESCWA analytical outputs in the area of macroeconomic policies and development strategies. As at December 2015, four member countries (biennial target: 4) had requested and received ESCWA support in developing national strategies for knowledge-based economies and competitiveness.

(c) Enhanced capacity of member countries to coordinate their social and economic policies, and ensure the implementation of regional economic agreements to achieve the potential for intraregional integration

578. To foster regional integration in the Arab region, ESCWA focused its work programme on enhancing regional integration among ESCWA member countries through three main pillars: (a) infrastructure and transport logistics; (b) trade policies; and (c) macroeconomic convergence and financial integration. In 2014, the Arab countries signed a new agreement to promote intra-Arab investment. The number of member countries that participated in the platform for macroeconomic policies and implemented regional agreements increased from two in 2013 to three in 2015 (biennial target: 3). Mauritania was among the Arab countries that have

started taking measures towards the implementation of the intra-Arab investment agreement.

(d) Enhanced regional integration of member countries by developing and harmonizing the physical and legislative regional infrastructure

579. As at December 2015, 36 countries (biennial target: 37) had adopted transport agreements or established national transport and trade committees. During the biennium, Morocco requested ESCWA support to join the Agreement on International Roads in the Arab Mashreq, the Agreement on International Railways in the Arab Mashreq, and the Memorandum of Understanding on Maritime Transport in the Arab Mashreq. Moreover, Kuwait acceded to the Memorandum of Understanding on Maritime Transport in the Arab Mashreq in 2015. The technical reports of the fifteenth session of the Committee on Transport (Rabat, 27-28 January 2015) highlighted the importance of the continuation of implementing the agreements on international roads and railways in the Arab Mashreq, recognizing the need to legally retitle those agreements to reflect the new membership of the countries of the Arab Maghreb that had recently joined ESCWA.

(e) Enhanced capacity of public institutions to create an enabling environment for development through nationally led and owned good governance practices for the implementation of enhanced macroeconomic management with the full engagement of civil society organizations and the private sector

580. Covering one of the regional priority areas related to sustainable economic development based on higher productivity and competitiveness and through regional integration and cooperation, and in line with the global consultations on governance and the post-2015 development framework, ESCWA focused on the issues of economic governance and institution-building in the region during 2014-2015. In this regard, ESCWA organized a meeting of experts to discuss and identify the priorities of the region in terms of economic governance and national development planning. The number of member countries requesting and receiving support from ESCWA in governance reforms in line with macroeconomic changes increased from seven in 2013 to eight in 2015 (biennial target: 8). During the biennium, ESCWA supported Lebanon in the drafting of its national economic development agenda.

Subprogramme 4
Information and communications technology for regional integration

(a) Enhanced capacity of member countries to develop and benefit from knowledge-based economies for sustainable economic growth and poverty alleviation

581. ESCWA assisted member countries in the formulation and implementation of strategies and action plans for transforming their economies into competitive, knowledge-based economies, as evidenced by 10 countries (biennial target: 10) that had implemented information and communications technology policies as at December 2015. Eight member countries (biennial target: 7), including Bahrain, Egypt, Jordan, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates, showed progress in the implementation of internationally agreed indicators on the knowledge-based economy. Thirty partnerships and technology-based projects and programmes (biennial target: 30) were launched and implemented in the region by the ESCWA Technology Centre. Among various studies that ESCWA prepared were

"Policy recommendations on cybercrime and cybersafety for the Arab region", "Integration of service delivery in the Arab region: role of standards and interoperability" and a study that analysed the status of e-government services in Arab countries.

(b) Enhanced competitiveness of the ICT sector in the region on the production and service delivery levels with special focus on partnerships, research, development and innovation

582. As at December 2015, 10 regional initiatives for the development of information and knowledge societies (biennial target: 7) had been implemented through partnerships, research and development and innovation, and ICT applications. ESCWA continued its work on digital Arabic content by implementing its initiative entitled "Promotion of digital Arabic content through incubation" and delivering workshops in Egypt, Tunisia and the United Arab Emirates. These events also featured the launch of national digital Arabic content competitions for the selection of the best project ideas. ESCWA organized a thematic workshop on digital content for an inclusive knowledge society, to explore how to best address various aspects of digital content and multilingualism in the post-2015 development agenda. The number of member countries using the core ICT indicators developed by the Partnership for Measuring ICT for Development had reached 10 by December 2015 (biennial target: 10).

(c) Enhanced capacities of member countries to ensure the coordination of their socioeconomic policies, fully achieve the potential for intraregional integration and build a harmonized policy framework for Internet governance and the legislation required

583. Seven member countries (biennial target: 7) joined international initiatives and/or frameworks related to Internet governance or cybersafety, according to a questionnaire sent out by ESCWA to the member States. Six policymaking and legislative initiatives (biennial target: 6) encouraged the use of cyberspace and e-commerce in the ESCWA region, some of which include the Government of Qatar Gateway, the e-Dashboard Portal of Saudi Arabia, the Bahrain e-Government Portal, Sudanpan for electronic payment, and the Oman National e-Payment Gateway. The main activities of the Arab Internet Governance Forum during 2014 and 2015 included meetings of the Arab Multi-stakeholder Advisory Group and the third and fourth annual meetings of the Forum. ESCWA formulated a regional procedural framework for combating cybercrime and enhancing cybersafety in the Arab region; prepared a study entitled "Policy recommendations on cybercrime and cybersafety for the Arab region"; and also organized a capacity-building workshop on promoting a safer cyberspace in the Arab region.

Subprogramme 5
Statistics for evidence-based policymaking

(a) Improved provision of statistical data about member countries through collection and dissemination of official statistics and indicators

584. In its efforts to improve the completeness of the data sets disseminated through the public website, ESCWA has simplified the questionnaires, intensified the follow-up in case of non-response and introduced estimations to fill in for

missing data. Fourteen countries (biennial target: 13) provided at least 60 per cent of core socioeconomic indicators. All data released by ESCWA are now available through a central portal and can be downloaded. The number of queries to online ESCWA statistical databases registered within a selected quarter of the biennium reached 620 (biennial target: 350).

(b) Improved national capacity for official statistics of member countries in line with the Fundamental Principles of Official Statistics

585. As at December 2015, 15 ESCWA countries (biennial target: 13) had evidenced significant progress in implementing new or revised international statistical standards, in particular in implementing the input-output tables and supply and use tables according to the System of National Accounts 2008 methodology. Despite the progress, individual countries in the ESCWA region are still at various stages of statistical development. In addition, ESCWA continued to follow improvements in the institutional set-up for official statistics in member countries, in compliance with the Fundamental Principles of Official Statistics. A recent progress in increasing compliance with the Fundamental Principles was supported by their adoption by the General Assembly and recognition by ESCWA member countries.

(c) Strengthened regional statistical system in support of regional integration, with an active coordination among major players, including regional and international organizations, and a more active participation by member countries

586. As at December 2015, the subprogramme had coordinated 17 capacity-development activities (biennial target: 12) with regional and global partners on official statistics in the Arab region. Cooperation between ESCWA and the new management of the Arab Institute for Training and Research in Statistics brought a new impulse for a better coordinated statistical capacity-building and also attracted other partners. Fifteen statistical products (biennial target: 8) were completed jointly with other partners, including the *Bulletin on Industrial Statistics for the Arab Countries*, country profiles focused on energy, the Millennium Development Goals dashboard, and data on energy consumption in the transport sector, among others. ESCWA has also increased its cooperation in the sharing of statistical data. The effect of this does not only reduce the response burden for member States and saves resources, but also results in a higher consistency of international data.

Subprogramme 6
Advancement of women

(a) Enhanced capacity of member countries to adopt gender-sensitive policies, legislation and budgets in order to attain equal rights of women

587. The number of initiatives for the advancement of women designed by national machineries and implemented at the national level increased from 20 in 2013 to 24 in 2015 (biennial target: 23). Those initiatives included the Saudi Arabia national development plan, the draft constitution of Yemen, the regional report on Beijing+20, the strategic framework on the implementation of the Cairo Declaration on the Post-2015 Development Agenda for Women, and the two national strategies on family and women in the Sudan. The subprogramme continued to build the capacity of member States on the provisions of Convention on the Elimination of

Discrimination against Women, with the aim of ensuring gender equality and addressing discrimination against women at all levels. In 2014, four reports (biennial target: 6) were submitted to the Committee on the Elimination of Discrimination against Women, with ESCWA support. ESCWA delivered a workshop on the preparation of national reports before the Committee for Qatar, and on gender mainstreaming in economic policies for the State of Palestine.

(b) Enhanced capacity of member countries to combat gender-based violence through enactment of legislation and development of national action plans

588. Seven national strategies to combat gender-based violence (biennial target: 3) were formulated in 2014-2015, with assistance from ESCWA. Among them were the strategy of Iraq; draft national action plans of Egypt and the State of Palestine; a clause to combat all forms of violence against women and girls in the draft constitution of Yemen, and an amendment to its legislation on the minimum age of marriage; the draft law against gender-based violence of Tunisia; the draft national plans of the State of Palestine; and the toolkit to combat gender-based violence in peacetime and war in the Arab region. Nine parliaments and representatives of national women machineries received four capacity-building trainings on the full implementation of Security Council resolution 1325 (2000) on women and peace and security. Two new legislative acts to combat domestic violence (Egypt and Tunisia) were enacted during the biennium, bringing the total number of legislative acts in the region to four (biennial target: 5).

(c) Enhanced capacity of member countries to adopt and implement participatory governance and national development policies based on the equal participation of individuals, men and women, with a particular focus on enhancing the position of women in democratic decision-making processes

589. Six national action plans (biennial target: 4) adopted a participatory approach, as a result of assistance from ESCWA. The regional report on Beijing+20 explicitly called upon member States to increase women's participation in public affairs and enhance their access to democratic decision-making processes. Similarly, this issue was reflected in the Saudi Arabia national development plan and the draft constitution of Yemen, in addition to the national action plans of Egypt, Iraq and the State of Palestine. Civil society organizations in the Arab region were accorded special attention and focus in the context of preparation for Beijing+20, through the organization of a consultative expert group meeting. Five civil society organizations (biennial target: 5) participated in public policy processes, with support from ESCWA.

Subprogramme 7
Conflict mitigation and development

(a) Enhanced capacity of member countries affected by conflict to adopt and implement participatory and inclusive governance and national development policies

590. The subprogramme assisted six national State-building initiatives and regulatory frameworks (biennial target: 3) for strengthening resilience to conflict and responded to four requests (biennial target: 2) for technical or substantive assistance on enhancing national identity and citizenship. The subprogramme

attended to requests by the Government of Yemen on how to operationalize the reforms stipulated by the national dialogue and provided support to Iraq on institutional and individual capacity development to address government effectiveness and efficiency. Furthermore, the methodology proposed in the *Arab Governance Report* was shared with experts and concerned government officials to monitor progress towards participatory, inclusive governance and national development policies. Seventy-eight per cent of governmental and non-governmental entities (biennial target: 75 per cent) participating in the ESCWA expert group meetings on monitoring and governance reported that they had benefited from the meetings.

(b) Enhanced capacity of member countries to mitigate the negative impact of occupation, the ramifications of conflict and their spillover effects on human development in the region, particularly on Arab least developed countries

591. The Sudan and Yemen and most recently, Mauritania, as the least developed countries of the ESCWA region, have experienced severe social and economic costs owing to protracted conflict and instability. As at December 2015, two policies and measures (biennial target: 2) had been adopted by member countries to implement decisions made as part of the Programme of Action for the Least Developed Countries for the Decade 2011-2020. Seventy-nine per cent of participants in the national outcome dialogue meeting and a special session dedicated to examining the vulnerabilities of the least developed countries in the Arab region (biennial target: 75 per cent) stated that they had benefited from the activities and recommendations of ESCWA. The subprogramme studied the impact of conflict on development outcomes in the region, forcible displacement and development options among host communities and refugees in Jordan and Lebanon. Seventy-eight per cent of government representatives (biennial target: 75 per cent) acknowledged having benefited from the analysis and recommendations contained in the publications of ESCWA.

(c) Enhanced capacity of public institutions of member countries to create an enabling environment for development, pre-empting conflicts

592. The subprogramme worked with partner Governments and advanced their efforts to maintain democratic institutions. Twelve national institutions (biennial target: 12) approached the subprogramme for technical and substantive assistance in public service delivery. Requests related to support for reconstruction and rehabilitation (Yemen); institutional capacity-building (Iraq); the development of new strategic development plan (Jordan), among others. Eighty-two representatives from government entities (biennial target: 75) reported that they had benefited from the activities of ESCWA. The subprogramme facilitated a number of initiatives on public administration reform and advanced peaceful governance processes, in particular, supporting national dialogue. Fifteen public institutions and civil society organizations (biennial target: 15) applied nationally led and owned good governance practices for strengthening the capacity of civil services for improved quality of public service delivery.

Section 23
Regular programme of technical cooperation

Highlights of programme results

The regular programme of technical cooperation continued to facilitate rapid response from the implementing entities of the United Nations Secretariat to urgent demands from Member States for assistance, through the provision of advisory services and tailored training activities. The services, which are provided by both global and regional entities, aim to transfer knowledge through a range of capacity-development initiatives, contributing to the enhancement of skills, expertise, institutional capacities, and strengthened national policymaking abilities.

An important focus of the programme has been assisting countries with the implementation of national action plans for achieving the Millennium Development Goals and the implementation of the outcomes of the United Nations Conference on Sustainable Development, as well as the third International Conference on Small Island Developing States. The programme also assisted Member States in preparatory actions aimed at streamlining the new, transformative and inclusive sustainable development goals into national plans, thus building on the experiences and evidence from the efforts to achieve the Millennium Development Goals.

The flexible and responsive nature of the programme was invaluable in supporting countries in addressing unpredictable and unforeseen events, including economic stresses, the outbreak of Ebola virus disease in West Africa and global and regional climate stresses, which resulted in increased demand for support and effective action from Governments. The programme facilitated meaningful response by the implementing entities.

Challenges and lessons learned

Capacity-development support for strengthening national capacities to measure, monitor, assess and report on progress in achieving the Sustainable Development Goals and targets will be critical for realizing the 2030 Agenda for Sustainable Development. The need for Governments to take into consideration the interlinkages and interactions among the three pillars of sustainable development while developing their national plans will be key to the success of the programme. Protracted conflict and political instability continued to challenge capacity-building activities in the Arab region as well as in Eastern Europe, the Caucasus and Central Asia. Most challenges relate to the instability in these regions and the unfolding process of transition and reform.

593. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 23)).

A. Sectoral advisory services

1. Economic and social affairs

Subprogramme 1
Social policy and development

(a) *Enhanced capacities to develop and implement social policies and programmes that integrate economic and environmental trends*

(b) *Strengthened capacities and enhanced mechanisms for social integration and inclusion for social groups*

594. As at the end of 2015, 464 national personnel (biennial target: 430) had been trained to develop and implement social policies at the national and community levels. Regional, subregional and national workshops improved skills and knowledge for the implementation of international norms and standards. Fifteen training workshops, organized with regional commissions and relevant United Nations entities, enhanced national capacity relating to ageing, cooperatives, disability, family, indigenous peoples and youth.

595. A review of statements made by Member States in the Third Committee during the sixty-ninth and seventieth sessions of the General Assembly indicated that 75 Member States (biennial target: 75) had reported progress on social integration and strengthened social inclusion. Advisory missions resulted in collaborative information-gathering and recommendations to enhance policies and programmes for specific social groups (families, older persons, persons with disabilities and youth). Among the accomplishments were Lesotho's drafting of its first national law on financial cooperatives, the adoption of a second national youth strategy by the Republic of Moldova, as well as Bosnia's drafting of a national strategy on older persons.

Subprogramme 2
Sustainable development

(a) *Enhanced capacities to promote and implement policies and frameworks/mechanisms that support integrated water resources management, energy and transport for sustainable development*

(b) *Enhanced capacities to formulate, implement and monitor national sustainable development strategies, integrating social, economic and environmental dimensions of sustainable development, including the green economy*

596. Technical and policy advisory support was provided to 61 developing countries to assist them in developing strategies for integrated water resources management and to integrate renewable energy and energy efficiency into policies. As a result, more than 25 developing countries committed to integrate water resources management into their national policies (biennial target: 25) during the negotiations on the 2030 Agenda for Sustainable Development.

597. As at the end of 2015, 42 developing countries (biennial target: 45) had reported progress in the development or implementation of sustainable development strategies. Eight pilot countries were supported in the preparation of their national development strategies as well as integrating the 2030 Agenda on Sustainable Development. In addition, technical and policy advisory support was provided to countries in monitoring and reporting on progress made at the national and intergovernmental levels, including the High-level Political Forum on Sustainable Development, held in New York in June and July 2015, and the third International Conference on Small Island Developing States, held in Apia in September 2014.

Subprogramme 3
Statistics

(a) Enhanced capacity of government statisticians and national statistical systems to routinely collect, compile, store, analyse and disseminate data in all fields of official statistics, including statistics related to the Millennium Development Goals, in accordance with international standards

(b) Enhanced national capacity to produce and disseminate policy-relevant cartographic and geospatial information, in line with international standards

598. The Statistics Division continued to focus on institutional capacity-building and the creation of integrated statistical and geospatial information systems. The Division organized 15 workshops and awarded 44 individual fellowships to statisticians/geospatial information experts from developing countries to attend 11 regional and international meetings. Of the total participants trained, 79.3 per cent of participants attending the statistical workshops (biennial target: 70 per cent) and 70.6 per cent of participants attending the cartographic and geospatial information workshops (biennial target: 67 per cent) indicated that they had implemented the recommendations on statistical and geospatial information methodologies and best practices in their current work.

599. The Statistics Division reached out to professionals from 141 countries, who received training and advisory support during the biennium. Approximately 73 per cent of countries assisted (biennial target: 71 per cent) implemented changes in their work as a result of the Division's interventions. These activities were complemented by the United Nations Development Account and extrabudgetary and trust fund projects, making use of synergies and complementarities between the programmes, which led to an increase in the number of beneficiary countries.

Subprogramme 4
Development policy and analysis

(a) Enhanced capacities of national finance, planning and central bank authorities to design and implement inclusive and pro-poor development strategies

(b) Enhanced national capacities to assess the costs and benefits of various policy options and increase synergies and coherence among various macro, sectoral and social policies

600. The Development Policy and Analysis Division continued to focus on building national capacities for pro-poor development strategies through the delivery of workshops and advisory missions. Six policy documents, including national development strategies (biennial target: 6) incorporated (or are in the process of

incorporating) policy recommendations of the Department of Economic and Social Affairs that promote sustainable development. For example, the policy recommendations for Swaziland were endorsed by the national dialogue and Cabinet Secretary based on a productivity study programme. Solomon Islands increased the capacity to assess the impact of graduation from the least developed countries' category, based on a trade policy framework adopted in 2015.

601. The Division assisted 20 national authorities (biennial target: 10) to use modelling and forecasting techniques. It organized training on various macroeconomic modelling tools and techniques for officials from Bangladesh, Bhutan and Swaziland and strengthened the capacities of government experts to use energy and economic modelling tools for development policy analysis in the Plurinational State of Bolivia, Nicaragua and Uganda. These models are now being used by 20 ministries/agencies: 6 in the Plurinational State of Bolivia, 8 in Nicaragua and 6 in Uganda.

Subprogramme 5
Public administration and development management

(a) Strengthened public sector institutional and human resource capacities in developing countries, including leadership for effective, efficient and responsive delivery of services, professional competence, ethical conduct, and commitment to serving the public

(b) Strengthened capacity of developing countries for adaptive use of information and communications technology (ICT) to improve performance of public institutions through e-government

(c) Strengthened capacity for engagement of citizens in governance, public administration and development management in developing countries for responsive, transparent and accountable delivery of services

602. The Division for Public Administration and Development Management has recorded 21 official expressions of commitment (biennial target: 11) to integrate strategies and methodologies into policies, programmes and legislative frameworks. Based on workshop evaluations, more than 74 per cent of participants (biennial target: 70 per cent) found the training to be relevant and useful. It is expected that they will apply methodologies and best practices in public administration and governance.

603. Eighteen developing countries, including four least developed countries (biennial target: 16), have adopted ICTs to improve the performance of public institutions through e-government and ICT applications. Furthermore, 88 per cent of participants (biennial target: 70 per cent) found the capacity-building training in engagement of citizens and governance to be relevant to their future application of methodologies and best practices.

Subprogramme 6
Sustainable forest management

(a) Increased capacity of member States to take action towards achieving sustainable forest management

(b) Improved national, regional and international collaboration and coordination on forests through promoting more effective actions on sustainable forest management by and among Governments, major groups, organizations, instruments and processes, including the activities of the Collaborative Partnership on Forests

604. The secretariat of the United Nations Forum on Forests provided technical and substantive capacity-building to regions and countries that resulted in 10 plans of action (biennial target: 10), including eight national action plans to integrate sustainable forest management into green economy strategies; the initiation of a sustainable forest management framework for Africa; and a set of action points for integrating climate and forest financing in South-East Asia.

605. The secretariat continued to nurture partnerships and established 12 partnerships, and in addition, carried out eight collaborative and joint initiatives (biennial target: 18). The initiatives and activities were related to integrating climate and forest financing, designing project proposals on sustainable forest management and accessing financing from multilateral funding agencies.

Subprogramme 7
Financing for development

(a) Strengthened capacity to negotiate, administer and interpret tax treaties, drawing on the United Nations Model Double Taxation Convention between Developed and Developing Countries (United Nations Model Convention), with a view to encouraging investment

(b) Strengthened capacity to apply the arm's length principle reflected in the United Nations Model Convention in taxing multinational companies

606. The Financing for Development Office delivered the United Nations Course on Double Tax Treaties (the United Nations Course) and the United Nations Primer on Double Tax Treaties (the United Nations Primer), as well as a joint United Nations-OECD Practical Workshop on the Negotiation of Tax Treaties. These practical tools, developed in collaboration with tax authorities in developing countries, contributed to the strengthened capacity of these countries to negotiate, administer and interpret tax treaties, drawing on the United Nations Model Convention.

607. In the area of transfer pricing, the Office delivered its United Nations Course and United Nations Primer on transfer pricing. As a result, the operational and policy aspects of transfer pricing legislation of three developing countries were addressed, including issues related to specific industries/sectors, as follows: "all inclusive" hotels (the Dominican Republic); agriculture, fishing, mining, tourism and transportation (Ecuador); and pharmaceuticals manufacturing and distribution (Panama) (6 actions) (biennial target: 6). Overall, 152 tax officials from 62 developing countries participated in the training events. In addition, the Office developed practical tools, including the *United Nations Handbook on Selected*

Issues in Protecting the Tax Base of Developing Countries, the *Papers on Selected Topics in Negotiation of Tax Treaties* and United Nations Practical Portfolios on Protecting the Tax Base of Developing Countries, to be used to deliver country-level work.

2. Trade and development

Subprogramme 1
Globalization, interdependence and development

Subprogramme 2
Investment and enterprise

Subprogramme 3
International trade

Subprogramme 4
Technology and logistics

(a) Enhanced understanding by government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy

(b) Increased awareness and knowledge of policy options and their implications

608. Subprogrammes 1, 2, 3 and 4 share two performance indicators and therefore, they report under one consolidated statement of accomplishments. The Paragraph 166 (P166) courses provide an effective forum for brainstorming possible solutions to development challenges. Based on participants' evaluation, more than 80 per cent of governmental officials trained (biennial target: 73 per cent) considered that the P166 courses had significantly contributed to their understanding of key issues on the international economic agenda.

609. The main focus of advisory services for 2014-2015 was the linkage of trade and development to policymaking in general, on the basis of the work of UNCTAD. As a result, countries were able to mainstream productive capacity considerations into an array of policies, including of a national (service policies), regional (integration related) and global (formulation of positions to contribute to the negotiations on the Sustainable Development Goals) nature. Overall, more than 40 individual requests of advisory services were satisfied, with universal confirmation of usefulness by their beneficiaries (biennial target: 38).

Subprogramme 5
Africa, least developed countries, and special programmes

(a) Better integration of trade policies and priorities in the national development plans through, inter alia, the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries

(b) Increased awareness and knowledge of policy options and their implications

610. The Enhanced Integrated Framework Diagnostic Trade Integration Study updates for the following countries were completed: Djibouti, Ethiopia, Mali, Mozambique and the Niger (first draft). Thanks to these studies and action matrices, as well as several capacity-building workshops, 10 countries (biennial target: 8) showed progress in integrating trade into their national development plans. Tier-II

projects were formulated and training seminars were held in Benin and Djibouti, while specific training was provided to Mali for the elaboration of its trade policy. At countries' requests, advisory services were provided to the Governments of Burkina Faso, the Gambia, Senegal and Solomon Islands, which led to the elaboration of proposals on how to improve trade mainstreaming at the domestic level. The main focus of advisory services for 2014-2015 was the linkage of trade and development to policymaking in general, on the basis of the work of UNCTAD. Overall, more than 40 individual requests of advisory services were satisfied (biennial target: 38).

3. Human settlements

Subprogramme 1
Regional and technical cooperation

(a) Improved capacity of local, regional and national authorities to implement policies and strategies that contribute to the mitigation of climate change and risk reduction

(b) Improved capacity of local, regional and national authorities to implement policies and programmes on housing and urban development

(c) Increased capacity of local, regional and national authorities to implement policies and guidelines on equitable access to sustainable urban basic services and improved knowledge of sustainable urbanization issues at the local, national and global levels

611. The number of local, regional and national governments that include urban risk reduction and management in their plans reached nine (biennial target: 8). UN-Habitat enhanced the capacity of regional and national offices by the provision in China of Guidelines on Sustainable Cities and Communities (with UNEP) and equipped senior decision makers from eight African cities with "green" investment skills, job creation and grass-roots empowerment.

612. UN-Habitat has also increased the capacity to implement policies on housing and sustainable urban development (with ECE) in four countries (biennial target: 4) in Europe, through policy dialogue and sustainable urban policy assessments in Kosovo[5] and Mongolia. Nine metropolitan, regional and national authorities (biennial target: 8) adopted national urban policies or spatial frameworks that support compact, integrated and connected cities. UN-Habitat strengthened the capacity to implement policies through networks of Latin American metropolises (nine countries), to improve national regulatory frameworks (Brazil and Mexico), to support urban planning labs in China and Rwanda, and the National Urban Policy/National Urban Forum in Madagascar.

613. With capacity-building support from UN-Habitat, 12 national authorities (biennial target: 10) implemented policies on access to basic services and complementary guidelines on integrated urban and territorial planning. Ten partner countries (biennial target: 10) produced national cities reports to enhance local and national policy planning, such as the *State of European Cities Report*,

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[5] All references to Kosovo in the present report should be understood to be in the context of United Nations Security Council resolution 1244 (1999).

Commonwealth of Independent States national reports to Habitat III (eight countries) and the *State of China's cities 2014-2015*.

4. International drug control, crime and terrorism prevention and criminal justice

Subprogramme 1
Justice, and technical cooperation and field support

(a) Enhancement of national capacities for implementing the conventions on drug control, transnational organized crime, corruption and terrorism, and of the United Nations standards and norms in crime prevention and criminal justice

(b) Enhancement of the knowledge and skills of policymakers and criminal justice officials on the implementation of the conventions on drug control, transnational organized crime, corruption and terrorism, and of the United Nations standards and norms in crime prevention and criminal justice

614. The Division for Operations provided assistance to 43 countries (biennial target: 51). Cancellations of missions owing to security reasons and delays encountered in the recruitment of the interregional adviser contributed to this variation. The Division contributed to the development of strategies and operational plans in Central Asia and South-Eastern Europe to address the threats posed by illicit drugs/organized crime and to the development of a national crime prevention strategy for Myanmar.

615. Seventeen trainings/workshops were held during the biennium. On average, 80 per cent (biennial target: 76 per cent) of participants provided positive feedback. The capacity of authorities in Viet Nam was strengthened to implement the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders. Assistance provided to Tunisia for the drafting of a code of conduct for prison staff prompted a wider discussion on the vision and mission of the Prison Administration. In Liberia, the programme supported government efforts in the area of effective legal aid for vulnerable groups. Through a regional workshop on criminal justice responses on the issue of women subject to violence in South-Eastern Europe, the programme raised awareness on the importance of the participation of women in the justice sector.

5. Human rights

Subprogramme 3
Advisory services, technical cooperation and field activities

(a) Enhanced awareness, knowledge and skills of policymakers and public officials and of regional and subregional organizations on international human rights standards and mechanisms and on the human rights implications of their work

(b) Enhanced cooperation among Governments, national human rights institutions and non-governmental organizations within their respective regions in dealing with human rights issues that require a regional approach and initiative

616. OHCHR worked to ensure the implementation of international human rights standards on the ground, especially through its field presences and cooperation with regional mechanisms, by organizing seminars, workshops and trainings, and providing substantive and strategic advice. OHCHR field presences also supported the implementation of the recommendations of the intergovernmental and

independent human rights mechanisms, by delivering relevant and effective technical cooperation programmes and compiling and exchanging good practices and lessons learned related to human rights fieldwork. The OHCHR intervention in implementing human rights indicators in the Americas (Argentina, the Plurinational State of Bolivia, Ecuador, Peru, the United States and Uruguay) resulted in one regional organization (biennial target: 1), the Organization of American States (OAS), generating human rights indicators. OAS is considering a project on analysing and publishing the data for fair trial indicators.

617. Consultations convened by OHCHR in Africa, America, Asia-Pacific, Europe and Central Asia resulted in improved cooperation between regional and international human rights mechanisms. One regional/national initiative (biennial target: 3) was taken as a result of regional meetings, and three other initiatives are in the process of being implemented in 2016. OHCHR technical cooperation activities facilitated constructive interaction among and between regional and State institutions, national human rights institutions and civil society. OHCHR organized four linguistic components of the indigenous fellowship programme, which gave indigenous individuals the opportunity to gain and share knowledge and skills in the area of international human rights.

6. Humanitarian assistance

Subprogramme 1
Coordination of humanitarian action and emergency response

Subprogramme 5
Humanitarian emergency information and advocacy

(a) Effective contingency planning at international and national levels with principal focus on crisis with a regional dimension

618. Training on contingency planning based on the IASC guidelines was provided to countries in the SADC region. The Regional Office for Asia and the Pacific conducted training on contingency planning to regional and national partners in Cambodia, the Democratic People's Republic of Korea, Myanmar, Papua New Guinea and the Philippines. The IASC Guidelines on Emergency Response Preparedness provided a framework for facilitating the development of contingency plans by national authorities. Countries trained developed and/or reviewed their contingency plans based on the guidelines. Ninety-four inter-agency contingency plans (biennial target: 92) had been developed and updated by the end of 2015. Six countries reviewed contingency plans in the SADC region, in addition to countries in Asia-Pacific region.

Subprogramme 2
Emergency support services

(a) Enhanced response capacity and preparedness of national and international emergency/disaster management mechanisms and partnerships in order to respond efficiently to disasters and emergencies

619. Joint national and inter-agency contingency planning projects were undertaken in seven countries (biennial target: 5). The Joint UNEP/OCHA Environment Unit conducted five joint national and regional training courses (biennial target: 5), including "Beyond Response" training in Georgia, Mozambique and Tajikistan, and

training of trainers on the Flash Environmental Assessment Tool in Armenia and Georgia. Six national and international networks (biennial target: 5) were strengthened. Support was provided to the second Global Meeting of the International Search and Rescue Advisory Group (Abu Dhabi, October 2015), a meeting of Urban Search and Rescue team leaders and meetings of three regional groups. The Abu Dhabi Declaration signed at the Global Meeting on search and rescue will serve as the platform on which the regional workplans will be built, ensuring that the policy-level document will be turned into action to further strengthen international networks for preparedness and response.

B. Regional and subregional advisory services

1. Economic and social development in Africa

Subprogramme 1
Macroeconomic policy

(a) Strengthened capacity of national policymakers to design and implement appropriate macroeconomic policies and strategies that are cross-sectorally congruent and contribute to achieving inclusive growth and sustainable development

(b) Increased awareness and knowledge of policy options and their implications

620. Thirteen member States (biennial target: 10) reported progress in the development of macroeconomic policies and programmes that resulted from ECA support. Eleven countries (biennial target: 10) and ECOWAS received support in the use of economic statistics and national accounts as foundations for the realization of national visions and development strategies and in the formulation and implementation of macroeconomic policies and programmes. Fifteen beneficiaries of advisory services (biennial target: 10) confirmed the usefulness of the policy advice provided.

Subprogramme 2
Regional integration and trade

(a) Improved capacities to formulate, implement and manage industrial policies and agreements and their linkages to export development strategies with a view to achieving more effective participation in the global economy and economic transformation

(b) Strengthened capacity of policymakers to assess the impact of industrial policy on other areas of development, particularly on economic growth and development as well as regional integration

621. The 15 member States of the SADC region (biennial target: 10) benefited from ECA advisory services in the design of a regional road map and strategy for industrialization. Swaziland adopted a national industrial policy produced with the technical assistance of ECA. At the high-level policy dialogue on smart industrialization, the 48 member States present (biennial target: 10) reported that the knowledge acquired was very useful in the area of industrialization.

622. ECA also organized training on economic negotiation, during which member States acquired skills and knowledge on issues dealing with taxation treaties, trade

agreements and investment agreements. In surveys taken following the workshops, another 17 Member States reported that the knowledge acquired was very useful in the area of trade (biennial target: 10). These results were achieved despite delays in recruiting of the new advisor.

Subprogramme 3
Innovations, technology and management of Africa's natural resources

(a) *Enhanced capacities of member States and regional organizations to formulate, implement and monitor sustainable development policies and strategies, with particular emphasis on supporting natural resources development and management*

(b) *Enhanced capacity of member States to formulate and implement policy reforms and negotiate natural resources exploitation contracts to enable member States to realize fuller benefits from the mineral sector*

623. One policy (biennial target: 10) was adopted and implemented by SADC countries for integrated natural resources development within the framework of enhancing regional integration. This was done through the adoption of the regional road map and strategy for industrialization prepared with the technical assistance of ECA. On the development of national mining policy, the Commission assisted four member States (Burkina Faso, Lesotho, Guinea and Guinea-Bissau). Three member States received support in the development of policies and plans for spatial data infrastructure. ECA organized a policy dialogue on African challenges in mining and petroleum contracts, in which 43 member States (biennial target: 10) acquired knowledge and skills on reforms in negotiation of natural resources exploitation contracts.

624. ECA also organized training on economic negotiation in which 40 member States acquired skills and knowledge on issues dealing with natural resource agreements. Two countries, Burkina Faso and Guinea (biennial target: 10), adopted policies or regulatory frameworks for the management of natural and mineral resources in line with the Africa Mining Vision.

Subprogramme 4
Development planning and administration

(a) *Strengthened capacity of member States for better development planning, formulation of policies and approaches*

(b) *Enhanced capacity of ECA member States for better economic policy formulation, analysis and management*

625. Eleven countries and two regional economic commissions (biennial target: 10) adopted policies and measures on implementing activities in the area of development planning in line with the ECA recommendations. ECA also organized training courses for key government officials in 11 member States (biennial target: 10) with respect to planning and economic statistics, in which 126 training participants provided positive feedback regarding their utilization of ECA training programmes and materials on development planning. The participants were from three member States: Guinea (32), Guinea-Bissau (55) and Benin (39).

626. ECA organized four policy dialogues for policymakers of 54 member States on: (a) enhancing coordination between the NEPAD planning agency and national

planning bodies of African countries; (b) the process, substance and key goals of the African Union Agenda 2063; (c) domestic resource mobilization; and (d) the impact of the data revolution on development planning in Africa. A total of 24 countries (biennial target: 10) adopted new development planning approaches in policy formulation and management, including 15 in SADC (industrialization strategy and road map) and five in the East African Community (Vision 2050), as well as Benin (feasibility studies on major infrastructural projects), Swaziland (trade and industrialization policy), Guinea (as it recovers from the effects of the Ebola epidemic) and Guinea-Bissau (strategic planning for structural transformation). A total of three countries (biennial target: 10), including Benin, Guinea and Guinea-Bissau, applied appropriate new policies and approaches in planning and analysis

2. Economic and social development in Asia and the Pacific

Subprogramme 1
Macroeconomic policy and inclusive development

(a) Enhanced understanding among policymakers and other target groups of development trends, emerging issues, macroeconomic challenges and evidence-based policy options that promote economic growth, reduce poverty and narrow the development gaps

(b) Enhanced regional voice in global development forums and strengthened regional economic and financial cooperation to exploit synergies for mutual benefit towards inclusive and sustainable development, including through South-South cooperation

(c) Improved capacity of member States, particularly countries with special needs, to design and implement development policies for achieving the Millennium Development Goals and implementing the Istanbul Programme of Action for the Least Developed Countries and internationally agreed development goals

(d) Improved capacity of member States to formulate and implement rural development policies that promote sustainable agriculture and food security

627. Technical materials and training provided to policymakers at ministries of finance and planning and central banks enhanced their understanding of macroeconomic policies, financing for development and the three pillars of sustainable development. The number of review articles and references to ESCAP publications on macroeconomic policy reached 800 (biennial target: 900).

628. Provision of advisory services and tailored training programmes on forward-looking macroeconomic policies and financing strategies enhanced regional economic cooperation on tax reforms and capital markets in over 35 countries in Asia and the Pacific. The four outcome documents (biennial target: 4) resulting from such services reflect consensus on regional economic and financial cooperation.

629. Capacity development initiatives also contributed to the enhancement of national policymaking abilities and institutional capacities to design and implement national development policies and global programmes of action, as evidenced by 90 per cent of participants (biennial target: 81 per cent) who indicated that they were better able to design and implement such policies.

630. Provision of advisory services on sustainable agriculture strengthened capacities of government officials to formulate and implement policies on food security. Over 81 per cent of participants (biennial target: 85 per cent) in the activities organized by ESCAP indicated increased ability to formulate and implement rural development policies.

Subprogramme 2
Trade and investment

(a) *Enhanced knowledge of ESCAP member States of trends, emerging issues and evidence-based policy options in the area of trade, investment, enterprise development and technology transfer in support of inclusive and sustainable development*

(b) *Strengthened regional cooperation in trade, investment, enterprise development, innovation and the development and transfer of technology in support of inclusive and sustainable development*

(c) *Increased capacity of ESCAP member States to formulate and implement more effective and coherent policies on trade, investment, enterprise development and technology transfer in support of inclusive and sustainable development*

631. Technical material on trade, investment, enterprise development and technology transfer, coupled with the promotion of evidence-based policy options by the Asia-Pacific Research and Training Network on Trade, strengthened capacities to formulate such policies, as evidenced by 106 review articles and references to ESCAP technical materials (biennial target: 35).

632. ESCAP enhanced the capacity of its member States to negotiate and conclude a regional agreement on cross-border paperless trade, including through the United Nations Network of Experts for Paperless Trade and Transport in Asia and the Pacific. The Asian and Pacific Centre for Transfer of Technology and the Centre for Sustainable Agricultural Mechanization, through their training activities, increased capacities of policymakers to apply new agricultural and trade-related technologies. Thirty-four member States (biennial target: 26) found participation through regional cooperation in trade and investment useful.

633. Capacity development initiatives in trade and investment enhanced skills, expertise and institutional capacities as evidenced by 89 per cent of the participants (biennial target: 80 per cent) indicating improved capacity to formulate or implement more effective and coherent policies on trade, investment and enterprise development.

Subprogramme 3
Transport

(a) Enhanced knowledge and increased capacity of ESCAP member States to develop and implement transport policies and programmes

(b) Increased capacity of ESCAP member States and the private sector to plan and develop international intermodal transport linkages, including the Asian Highway Network, the Trans-Asian Railway Network and dry ports of international importance

(c) Increased capacity of ESCAP member States and the private sector to implement measures to improve the efficiency of international transport operations and logistics

634. As a result of ESCAP training assistance, the number of government policies, programmes and initiatives that reflected transport-related principles and recommendations promoted by ESCAP reached 90 (biennial target: 90). The secretariat assisted member States in developing operational transport connectivity through policy support and capacity-building. Such efforts resulted in the signing of the Agreement of the Shanghai Cooperation Organization Member States on the Facilitation of International Road Transport in 2014 and consensus among China, Mongolia and the Russian Federation on the draft agreement on international road transport along Asian highways. Capacity development efforts contributed to the development of a comprehensive master plan for transport connectivity in southern Asia. As a result, the number of national projects and programmes to upgrade regional transport reached 70 (biennial target: 70).

Subprogramme 4
Environment and Development

(a) Enhanced understanding by local and national governments of environmental, energy and water and urban policies and strategies for poverty reduction and inclusive and sustainable development

(b) Improved capacity of Governments and other stakeholders in developing and implementing environmental, energy, water and urban policies and strategies for inclusive and sustainable development

(c) Strengthened regional cooperation and networking on environmental, energy and water and urban policies and strategies for inclusive and sustainable development

635. Technical material provided by ESCAP improved understanding of environment, energy and water resources management and development of policies and strategies on sustainable development, as evidenced by 29 references to ESCAP technical materials and other knowledge products (biennial target: 15).

636. Capacity development initiatives through the expanded e-learning modules, alongside targeted in-person training workshops on the environment, energy, water and urban policies, enhanced institutional capacities to develop and implement policies aimed at ensuring resilient and inclusive societies. The number of policies, strategies and initiatives developed by Governments attributable to ESCAP interventions reached 15 (biennial target: 15).

637. Experience exchanges strengthened the development of frameworks for networking and cooperation on sustainable development, facilitated concerted actions on the environment and led to prioritization of key issues under the 2030 Agenda for Sustainable Development. The number of recommendations and initiatives from ESCAP member States related to regional cooperation and environment, energy security, water resources management and urban development reached 20 in 2014-2015 (biennial target: 20).

Subprogramme 5
Information and communications technology and disaster risk reduction

(a) Improved capacity of member States to measure and analyse progress towards an inclusive and resilient information society

(b) Strengthened regional cooperation in ICT connectivity for the promotion of inclusive and sustainable development

(c) Improved knowledge and awareness of member States of effective policies and strategies in disaster risk reduction in the region

(d) Strengthened capacity of member States to apply ICT for inclusive and sustainable socioeconomic development policies and programmes

638. ESCAP advisory services and tailored training on information and communications technology, space technology applications and disaster risk reduction improved the capacity of member States to formulate policies and strategies. To enable development of technical norms and a master plan for the Asia-Pacific information superhighway, training on seamless information and communications technology infrastructure connectivity targeted landlocked countries engaged in this initiative. Eighty-one per cent of policymakers (biennial target: 75 per cent) indicated that skills to formulate ICT and disaster resilience policies and strategies were enhanced.

639. A regional dialogue strengthened Nepal's capacity to recover from the earthquake that struck it in 2015, while fellowships were provided to developing countries to attend training on early warning for tropical cyclones, flash floods and landslides as well as remote sensing and geographic information systems. Fifteen statements and reports by ESCAP member States (biennial target: 10) were devoted to information and communications technology connectivity, space applications and disaster risk reduction.

640. Eighty per cent of ESCAP member States participating in ESCAP activities (biennial target: 62 per cent) indicated that their disaster preparedness knowledge had been enhanced. Ninety per cent of participants in ESCAP training activities (biennial target: 85 per cent) indicated that they were better able to apply information and communications technology tools for socioeconomic development.

Subprogramme 6
Social development

(a) Increased knowledge and awareness of social development and population trends and policies in the region, including their gender dimensions, as a basis for effective decision-making by ESCAP member States

(b) Enhanced regional cooperation and capacity in implementing international commitments to promote social integration and social protection, particularly for vulnerable social groups, in Asia and the Pacific

(c) Enhanced regional cooperation and capacity in implementing international commitments to promote gender equality and women's empowerment in Asia and the Pacific

(d) Enhanced regional cooperation and capacity to promote the rights of persons with disabilities in Asia and the Pacific

641. ESCAP increased knowledge and awareness of member States through technical material on youth exclusion; impacts of population ageing; international migration; and the implementation of the Beijing Platform for Action. Twelve ESCAP member States (biennial target: 12) made reference to the usefulness of social development policy options, strategies and good practices promoted by ESCAP for effective decision-making.

642. Member States further strengthened regional cooperation and enhanced their capacity to implement international and regional commitments, including on advancing gender equality and women's empowerment and the road map on HIV and AIDS. Thirteen countries undertook national consultations to address legal and policy barriers to accessing HIV services, and at least five countries in the region (biennial target: 5) produced strategic investment cases for the HIV response in line with the post-2015 framework.

643. ESCAP enhanced member States' capacity to mainstream gender, with 93 per cent of participants (biennial target: 80 per cent) attending training on gender equality and women's economic empowerment agreeing that their knowledge and skills were strengthened.

644. ESCAP enhanced the capacity of member States to promote the rights of persons with disabilities, with 13 recommendations, decisions and initiatives adopted with a view to strengthening regional and subregional frameworks for cooperation in this domain (biennial target: 8).

Subprogramme 7
Statistics

(a) Enhanced understanding among decision makers and members of the public, through statistical information and analysis, of development trends and emerging issues in order to promote inclusive, sustainable and resilient societies

(b) Increased capacity of ESCAP member States to produce, disseminate and use statistics in accordance with internationally agreed standards and good practices in support of progress towards inclusive, sustainable and resilient societies

645. Advisory services, technical materials and tailored training programmes enhanced understanding of the production, dissemination and use of statistics for

evidence-based decision-making. Advisory services provided to the Lao People's Democratic Republic (census), Maldives (household income and expenditure) and Nepal (climate change) led to changes in the ways these countries use surveys to inform policymaking. Assessments of national statistical systems and review of statistics plans resulted in improved statistical practices in Mongolia, Sri Lanka, Cambodia and the Northern Mariana Islands, while support in census planning and macroeconomic statistics strengthened national capacities in Bhutan. Over 60 per cent of decision makers (biennial target: 5 per cent) found ESCAP activities relevant and useful in monitoring and understanding key development trends and emerging issues.

646. Capacity development initiatives in international statistical standards for environmental-economic accounting resulted in strengthening the System of Environmental-Economic Accounting throughout Asia and the Pacific and contributed to enhanced skills, institutional capacities and national policymaking abilities. Ninety-six per cent of participants (biennial target: 65 per cent) felt that they were able to apply knowledge gained and use comparable data.

Subprogramme 8
Subregional activities for development

(a) *Increased capacity of ESCAP member States to formulate and implement development policies and programmes*

(b) *Strengthened knowledge-sharing and partnerships among member States, regional organizations, civil society and other relevant development partners to address key priority areas in the subregions to support the achievement of the internationally agreed development goals, including the Millennium Development Goals*

647. Advisory services and tailored training programmes enhanced institutional capacities to address subregional priorities and to implement sustainable development policies. In the Pacific, 12 legislative drafters strengthened their ability to implement the Convention on the Rights of Persons with Disabilities. In East and North-East Asia, the capacity to address cross-border issues such as transboundary air pollution and marine protected areas was strengthened. In North and Central Asia, the capacity to manage water, energy and transborder issues in a context of greater regional economic cooperation and integration was enhanced. The capacities of South Asian countries to improve transport connectivity, support empowerment of women and urbanize sustainably were also enhanced. On average, 75 per cent of participants (biennial target: 75 per cent) attending subregional activities found that the organized activities were relevant and useful to their work.

648. Knowledge-sharing and partnerships between the Pacific region and Asia was strengthened through South-South cooperation, while technical publications on climate change, migration, social exclusion and fisheries contributed to enhanced knowledge of these issues throughout the Pacific. Seventy-five per cent of member States (biennial target: 60 per cent) found ESCAP activities useful. Likewise, 15 partner institutions (biennial target: 6) participated in knowledge-sharing activities.

3. Economic development in Europe

Subprogramme 1
Environment

(a) Improved transboundary environmental management by countries of Eastern Europe, the Caucasus and Central Asia and countries of South-East Europe

649. All six bilateral or multilateral agreements (biennial target: 6) were implemented in river basins, as planned. In the Kura basin, a draft treaty was developed to formalize water cooperation between Azerbaijan and Georgia. In the Drin basin, a project funded by the Global Environment Facility on the basis of a previously signed memorandum of understanding was initiated. In the Dniester basin, further support was provided towards the ratification by Ukraine of the Dniester Treaty. Progress in the Chu and Talas basins included the approval and the initiation of another Global Environment Facility project aimed at further development of the bilateral cooperation between Kazakhstan and Kyrgyzstan, including cooperation in monitoring water quality. In the Pyanj basin, the memorandum of understanding on the exchange of hydrological data between Afghanistan and Tajikistan was concluded. In Central Asia, ECE contributed to further strengthening of regional environmental and water management cooperation, including on dam safety, through the establishment of joint monitoring of the Orto Tokoi dam in Kyrgyzstan. In addition, a formal regional working group for Central Asian countries was established to support cooperation on water quality. The Environment Division of ECE conducted 35 advisory missions and 19 capacity-building events.

Subprogramme 2
Transport

(a) Enhanced national capacities to implement ECE legal and regulatory framework for international land transport, infrastructure and services, facilitation of border crossing, road safety, and transport of dangerous goods and perishable foodstuffs

(b) Strengthened regional cooperation on transit transport development and facilitation of border crossing in the South Caucasus and Central Asia

(c) Strengthened national legal and regulatory frameworks on road safety in South-Eastern Europe, the South Caucasus and Central Asia

650. The number of parties to ECE legal instruments increased from 1,699 in 2014 to 1,709 by the end of 2015 (biennial target: 1,700). With Serbia's accession to the European Agreement on Main Inland Waterways of International Importance, the number of parties to four key agreements reached 115 (biennial target: 125). With the support of ECE, the number of countries committed to national road safety targets increased from 40 to 42 (biennial target: 42).

651. The transport and border crossing working group of the United Nations Special Programme for the Economies of Central Asia enhanced the capacities of landlocked developing countries for sustainable development of transport, regional connectivity, integration and improvement of road safety management systems. Subregional infrastructure projects and cooperation with regional organizations contributed to improvement of intermodal transport, connectivity, border crossing

and regional integration. Two road safety projects supported evidence-based decision-making and setting of road safety goals. Four studies on road safety facilitated the setting of national road safety targets. The Transport Division of ECE conducted 19 advisory missions and 10 capacity-building events.

Subprogramme 3
Statistics

(a) Improved skills of beneficiary countries to disseminate and communicate statistical indicators relevant for monitoring of sustainable development strategies and other internationally agreed development goals using modern web-based dissemination tools and extraction software

(b) Increased capacity of beneficiary countries to address their capacity gaps to produce statistical information in compliance with international standards, including the United Nations Fundamental Principles of Official Statistics

652. With the support of ECE, five countries improved skills to disseminate and communicate statistics using web-based tools and three countries improved their statistical databases (biennial target: 8). Two countries (Mongolia and Turkmenistan) conducted global assessments of their national statistical systems. These assessments focused on technical, institutional and organizational capacity to produce statistics in compliance with international standards, and provided specific recommendations.

653. Eight countries (biennial target: 8) integrated recommendations from global assessments into national strategies for the development of statistics. Fifteen countries (biennial target: 15) provided comprehensive reports documenting the production processes of economic, social and environmental statistics. Meetings of the working group on statistics of the United Nations Special Programme for the Economies of Central Asia held in Baku and Bishkek by ECE enhanced the capacities of 12 countries to monitor sustainable development, assess progress in green economy and modernize the production of official statistics. ECE launched initiatives for the development of environment statistics as the basis for the implementation of the System of Environmental-Economic Accounting. The Statistical Division of ECE conducted 23 advisory missions and 11 capacity-building events.

Subprogramme 4
Economic cooperation and integration

(a) Enhanced knowledge of best practices and guidelines related to economic cooperation and integration issues, particularly those covered by the United Nations Special Programme for the Economies of Central Asia

(b) Strengthened regional institutions and regional legal frameworks in areas covered by the Special Programme for the Economies of Central Asia

654. With the support of ECE, the 2014 economic forum held in Ashgabat on regional connectivity adopted recommendations on strengthening technical assistance in trade, transport, border crossing and information and communications technology.

655. Eighty-five per cent (biennial target: 72 per cent) of the countries participating in the United Nations Special Programme for the Economies of Central Asia used knowledge and information provided by ECE advisory missions and capacity-building activities to strengthen regional economic cooperation, as acknowledged by the governing council in November 2015. Six regional institutions and frameworks (biennial target: 5) acknowledged that technical assistance provided by ECE had increased their effectiveness. The coordination group on a regional space for water and environmental information supported by ECE strengthened support to the International Fund for Saving the Aral Sea and improved information management. The Economic Cooperation and Integration Division of ECE provided 14 advisory services and 12 capacity-building events.

Subprogramme 5
Sustainable energy

(a) Strengthened institutional and human capacity to develop energy efficiency strategies to meet international treaty obligations

(b) Strengthened institutional and human capacity to develop renewable energy development strategies to meet international treaty obligations

656. The Sustainable Energy Division of ECE strengthened economic cooperation by providing recommendations on energy efficiency, renewable energy and other elements of the Sustainable Energy For All initiative to 16 countries of the region. Fourteen countries implemented recommendations on energy efficiency (biennial target: 12), and 12 countries applied recommendations on renewable energy (biennial target: 12). Seven project proposals (biennial target: 7) were developed by countries for energy financing.

657. The meeting of the Energy Sector Coordinating Committee of the Central Asia Regional Economic Cooperation programme held in Kyrgyzstan in 2014 contributed to raising awareness of the Sustainable Energy For All initiative. The workshop held in Almaty on ecosystems assessment in the Syr-Darya River Basin strengthened understanding of relations between ecosystems, land use, energy and water. Advisory support to Armenia and Georgia increased awareness of solar and wind energy and to energy efficiency in buildings. Workshops held in Geneva in 2015 strengthened the capacity of Central Asian countries in application of the United Nations Framework Classification for Fossil Energy and Mineral Reserves and Resources. The Division conducted six advisory missions and 14 capacity-building events.

Subprogramme 6
Trade

(a) Enhanced capacities of countries with economies in transition to implement trade facilitation, electronic business and other ECE recommendations, norms, standards, guidelines and tools

(b) Enhanced capacities of countries with economies in transition to promote and implement policies, strategies and mechanisms supporting trade facilitation and regional economic integration

658. With the support of ECE, six countries (biennial target: 6) strengthened their capacity to implement trade facilitation and electronic business. They developed

enabling an environment for the Single Window at national level, established national trade facilitation committees and improved countries' readiness to implement the WTO Trade Facilitation Agreement endorsed in December 2013. As a result, these countries were able to notify the WTO secretariat about their implementation readiness and start developing national implementation plans.

659. A total of six trade facilitation strategies and mechanisms (biennial target: 6) were developed (one was finalized in January 2016). The Economic Cooperation and Trade Division of ECE supported three national and regional networks of experts (biennial target: 3). With the assistance of ECE, 17 countries benefitted from capacity-building events organized jointly with other international and regional partners. Assistance ranged from establishing cooperation among trade control agencies and the business community in support of trade facilitation to training in the use of the trade facilitation implementation guide provided to trade experts from Central Asia and Ukraine. The Division conducted 22 advisory missions and 20 capacity-building events.

4. Economic and social development in Latin America and the Caribbean

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

(a) *Improved capacity of policymakers in ECLAC member countries to formulate, implement and evaluate trade policies and export development strategies with a view to achieving a more effective participation in global and regional trade flows and value-chains*

(b) *Strengthened capacity of national export sectors in ECLAC member countries to meet the challenges and exploit the new opportunities arising from the growing influence of climate change regulations on international trade*

(c) *Strengthened government capacities in ECLAC member countries to design and implement effective policies to promote the direct and indirect internationalization of small and medium-sized enterprises*

660. Technical assistance was provided in customs, bilateral trade and trade and investment with China and other Asian countries. Feedback received from beneficiaries showed five countries (biennial target: 6), including Bolivia, Brazil, Costa Rica, Ecuador and Guatemala, used inputs provided through ECLAC technical cooperation.

661. Data reviewed on technical assistance showed that public organizations and export associations from 13 countries (biennial target: 15), including Colombia, Costa Rica, Chile, the Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Nicaragua, Panama and Peru, were taking action in line with ECLAC recommendations. A particular effort was made to employ international standards to measure the carbon footprint, using the coffee sector as a pilot programme, resulting in the creation of the Latin American and Caribbean Coffee Environmental Footprint Network, composed of 11 countries.

662. Four public institutions (biennial target: 6) from El Salvador, Ecuador, Nicaragua and Peru developed a draft action plan to incorporate ECLAC recommendations on the internationalization of small and medium-sized enterprises in their policies and programmes. The ECLAC recommendations were based on a

complex process of data-crossing regarding small and medium-sized enterprises. Five countries committed themselves to the exercise during the biennium, but Venezuela had to withdraw owing to internal issues.

Subprogramme 2
Production and innovation

(a) Strengthened capacity of countries of the region to design, implement and evaluate strategies and policies to increase productivity and innovation in their economies

(b) Improved capacity of regulators in ECLAC member countries to enforce the regulatory and supervisory system of corporate governance

663. ECLAC provided training courses on policies for innovation and technological development to Bolivia, Brazil, Cuba, Ecuador, Paraguay and Peru. All six participating countries (biennial target: 6) confirmed in a survey that they had used information and recommendations obtained from ECLAC technical cooperation assistance.

664. The capacities of Caribbean countries to gather data on foreign direct investment and to design evidence-based policies were improved through the development of an investment repository for nine countries. In addition, technical assistance was provided to Peru on industrial policies for productive diversification, to Saint Lucia on foreign direct investment and to Panama in the area of broadband. In the area of corporate governance, Bolivia received a precise analysis of the textile value chain in the city of El Alto and the State-owned company adopted a set of recommendations for further developing the sector (one country; biennial target: 3). ECLAC made great strides by defining a commonly agreed tool to measure corporate governance in the issuance of corporate debt of private firms, and was able to apply this tool to 27 firms in five countries.

Subprogramme 3
Macroeconomic policies and growth

(a) Strengthened capacities of national policymakers in member countries to design and implement macroeconomic policies and measures aimed at achieving stable growth in light of emerging macroeconomic issues in a highly volatile environment

(b) Enhanced capacities of countries of the region to formulate, implement and assess policies, regulations and measures that promote long-term growth and achieve progress on key social variables

665. ECLAC received five official statements (biennial target: 5) acknowledging the usefulness of ECLAC advisory services. ECLAC provided technical cooperation services related to macroeconomic policies to several countries, in particular Bolivia, Mexico, Ecuador and Chile. In Chile, a new user guide for inclusive labour intermediation was released in 2015, incorporating several ECLAC recommendations such as the principle of "one-stop-shop services" for people with disabilities. Ninety-five per cent of surveyed beneficiaries (biennial target: 80 per cent) acknowledged having benefited from ECLAC technical cooperation services to improve their work.

666. Four countries (biennial target: 6) incorporated theoretical frameworks and methodologies in the analysis of emerging macroeconomic issues in line with ECLAC recommendations. ECLAC provided technical assistance to the central banks of El Salvador, Guatemala and the Dominican Republic to build capacity for the implementation of a new methodology of analysis of economic growth and productivity. As a result, these three countries have taken steps to produce augmented productivity statistics. ECLAC also provided technical assistance services to the National Planning Department in Colombia; as a result ECLAC recommendations were included in the 2014-2018 national development plan.

Subprogramme 4
Social development and equity

(a) *Strengthened capacity of national policymakers in member countries to manage and classify social expenditure and to improve the design, monitoring and evaluation of sectoral social policies, with emphasis on social protection, food and nutrition security and poverty reduction*

(b) *Enhanced technical capacity of ECLAC member countries to evaluate and analyse results of social programmes aimed at achieving the Millennium Development Goals in the social fields and the post-2015 Sustainable Development Goals*

667. During the biennium, five countries (biennial target: 6) included ECLAC recommendations in their social policies. El Salvador adopted the law for development and social protection and the universal social protection system; Costa Rica adopted the law for child care and development; Ecuador developed the national strategy for equality and eradication of poverty; Uruguay accepted ECLAC proposals for the advancement of its care system; and Colombia created databases for monitoring and evaluation.

668. In Costa Rica, Guatemala, Nicaragua and Honduras, meetings were held to identify major challenges and best strategies to promote youth social inclusion. One hundred per cent of participants (biennial target: 77 per cent) reported that the meetings had contributed to increasing their capacity for analysis in the subject area. As a result of advisory services provided, one country (biennial target: 6) used ECLAC recommendations in the organization of a working group for government ministries on the sustainable development goals and the post-2015 agenda.

Subprogramme 5
Population and development

(a) *Enhanced technical capacity of Latin American and Caribbean stakeholders concerned with population and development issues to monitor population trends and address population and development issues for use in sociodemographic policies and programmes*

(b) *Increased technical capacity of Latin American and Caribbean countries to monitor and implement the recommendations and goals of the Programme of Action of the International Conference on Population and Development beyond 2014, the Madrid International Plan of Action on Ageing, the Brasilia Declaration, and the San Jose Charter on the Rights of Older Persons*

669. During the biennium, six national statistical offices that received technical cooperation services (biennial target: 6) took action to incorporate ECLAC

recommendations into the preparation, conduct and evaluation of population and housing censuses. In addition, ECLAC provided technical advisory services to six national institutions (biennial target: 9) on the inclusion of the ethnic approach and the rights-based approach for monitoring progress and implementing recommendations to achieve the goals of relevant international agreements. About 200 experts from 19 countries who participated in workshops, courses and internships co-organized by ECLAC increased their capacities to incorporate population issues in public policies and support the monitoring of international commitments related to the Programme of Action of the International Conference on Population and Development, the Madrid International Plan of Action on Ageing, the Montevideo Consensus on Population and Development and its operational guidelines and relevant Millennium Development Goals.

Subprogramme 6
Sustainable development and human settlements

(a) Enhanced capacity of countries of the region to integrate sustainability criteria into development policies and measures, particularly in relation to the implementation of Rio+20 outcomes

(b) Strengthened technical capacity in ECLAC member countries to develop and implement policies in risk management, vulnerability reduction and adaptation to climate change

670. Six countries (biennial target: 7) included ECLAC recommendations to integrate sustainability criteria in public policies. Technical support was provided to Peru to organize a working group on the sustainable development goals and the post-2015 agenda. Following a regional meeting organized by ECLAC, Antigua and Barbuda, Bolivia and El Salvador became signatories of the Declaration on the application of Principle 10 of the Rio Declaration on Environment and Development in Latin America and the Caribbean. In line with ECLAC recommendations, Chile and Mexico included in their tax reforms green taxes aiming to reduce emissions of greenhouse gases.

671. One country (biennial target: 5) received technical assistance in the area of risk management, vulnerability reduction and adaptation to climate change, and implemented policies and measures in line with ECLAC recommendations. Finally, 92 per cent of beneficiaries of ECLAC training activities on access rights and sustainable development (biennial target: 75 per cent) rated them as "useful" or "very useful".

Subprogramme 7
Natural resources and infrastructure

(a) Enhanced capacity of Latin American and Caribbean governments to promote and implement policies and tools for the sustainable management of natural resources

(b) Strengthened capacity of Latin American and the Caribbean stakeholders to formulate comprehensive and sustainable policies in the areas of infrastructure, logistics and mobility with consideration to regional integration schemes

672. Seven countries (Argentina, Bolivia, Ecuador, El Salvador, Nicaragua, Peru and Uruguay) (biennial target: 8) used ECLAC recommendations in the assessment

and implementation of policies for the sustainable management of natural resources. Four countries (Belize, Colombia, the Dominican Republic and Mexico) (biennial target: 6) used ECLAC recommendations in the design of comprehensive policies of infrastructure services, logistics and mobility. A series of national workshops was organized to provide methodological inputs regarding the measurement and recording of infrastructure investments. Technical assistance on mobility policies was also provided to several countries; as a result, a national covenant for competitiveness and logistics efficiency was signed in Colombia in December 2015.

673. Three countries having received technical cooperation from ECLAC (biennial target: 4) expressed their commitment to advance towards regional policies of infrastructure services in line with ECLAC recommendations. ECLAC organized national workshops in Nicaragua, El Salvador and Honduras, receiving on each occasion an official letter from the respective minister requesting ECLAC support for the implementation of the subsequent stages of the policy.

Subprogramme 8
Statistics

(a) *Strengthened capacity and understanding of national staff in member countries to compile, monitor and disseminate core social and environmental data (in particular those included in the Millennium Development Goals and other internationally agreed development goals, taking into consideration those that may derive from the Beyond 2015 Development Agenda) to support policy planning and formulation*

(b) *Strengthened capacity of national public institutions of the region to implement the System of National Accounts and to enhance the regional integration of national statistical systems*

674. Ten countries (biennial target: 10) used ECLAC methodological recommendations in the design of household surveys. Technical assistance was provided to the national statistical offices of Bolivia, Colombia, Costa Rica, El Salvador, Guatemala, Nicaragua, Panama, Paraguay, the Dominican Republic and Uruguay to improve their household surveys, building the capacity of more than 150 national officers. One hundred per cent of surveyed participants in training workshops (biennial target: 78 per cent) acknowledged having benefited from recommendations received from ECLAC to improve monitoring of social issues and the Millennium Development Goals.

675. Eleven institutions (biennial target: 7) used ECLAC methodological recommendations to improve their national accounts statistics. ECLAC also provided technical assistance to Cuba (on consumer price index and household surveys), and promoted cooperation between Colombia and Uruguay to share best practices from the National Administrative Department of Statistics of Colombia. ECLAC also provided technical assistance to Bolivia, Costa Rica, El Salvador and Nicaragua in the implementation of the System of National Accounts.

Subprogramme 9
Subregional activities in Mexico and Central America

(a) Enhanced national and subregional institutional capacity to design, evaluate, promote and implement policies and frameworks/mechanisms on economic and social development and integration, employment, and trade and productive/competitive development

(b) Enhanced national and subregional institutional capacity to design, evaluate, promote and implement policies and frameworks/mechanisms on energy, and climate change adaptation and mitigation, including in the agricultural sector

676. Six countries (biennial target: 6), including Costa Rica, El Salvador, Honduras, Haiti, Mexico and Nicaragua, applied ECLAC recommendations in the area of social and economic policies. As a result of cooperation with ECLAC, five institutions incorporated ECLAC recommendations in public policies, such as the Social Development and Protection Act in El Salvador; the Competitiveness Act and policies regarding minimum wages and attention to migrants in Mexico; and the Youth National Plan in Costa Rica.

677. Six countries (biennial target: 6), including Costa Rica, Honduras, the Dominican Republic, Panama, Belize and El Salvador, applied ECLAC recommendations in the areas of energy and climate change. ECLAC strengthened the capacity of officials in eight countries to define options for the integration of electricity markets and the energy agenda. More than 84 per cent of beneficiaries of ECLAC advisory services (biennial target: 83 per cent) acknowledged the usefulness of the methodologies, techniques and tools received in these areas.

Subprogramme 10
Subregional activities in the Caribbean

(a) Improved capacity of countries in the subregion to address economic, social and environmental development issues

678. Five countries (biennial target: 6) applied ECLAC recommendations in the formulation of their public policies. Antigua and Barbuda and Jamaica accepted policy advice from ECLAC on the issue of competitive pricing and praedial larceny, respectively. Saint Lucia accepted ECLAC recommendations in the energy efficiency sector and Saint Kitts and Nevis in the manufacturing sector. The Turks and Caicos Islands benefited from ECLAC advisory services in the development of population projections for the next 15 years. Eighty-seven per cent of participants in ECLAC workshops (biennial target: 76 per cent) acknowledged having benefited from ECLAC technical cooperation services in the formulation of policies, programmes and measures to address economic, social and environmental development issues.

5. Economic and Social Development in Western Asia

Subprogramme 1
Integrated management of natural resources for sustainable development

(a) *Enhanced capacity of member countries to design and implement policies, strategies and programmes for greening the productive sectors*

(b) *Strengthened capacity of policymakers and official counterparts in member countries to formulate and/or monitor the implementation of policies and programmes and projects on up-scaling energy efficiency in the industrial sector*

(c) *Enhanced knowledge and skill to formulate policies, implement programmes and develop legislative/institutional frameworks aimed at promoting cooperation for the integrated management of water resources*

679. With technical assistance from ESCWA, two countries, the Sudan and Yemen (biennial target: 2), formulated policies and strategies for greening the productive sector. Officials from those two countries increased their technical capacity to promote investment in renewable energy and energy efficiency projects. ESCWA co-organized a training course on setting up national and regional agendas for developing energy efficiency strategies and policies. The course used the building sector in Granada, Spain as a model and contributed to transferring knowledge of planning, implementation and evaluation of energy efficiency in the building sector to participants from the Sudan and the State of Palestine.

680. ESCWA built the capacity of climate change negotiators from 12 member States through four workshops. Five ministries (biennial target: 5) incorporated climate change mitigation and adaptation into their sustainable development strategies.

681. ESCWA provided advisory support and capacity development to member States and regional organizations, including contributions to the Gulf Cooperation Council unified water strategy, transboundary water cooperation, strategic national planning processes and cost assessment of water resources degradation. Nine institutions (biennial target: 8) in six countries benefited from the assistance provided and are in the process of improving their water and environmental management practices with a view to more sustainable water management.

Subprogramme 2
Integrated social policies

(a) *Enhanced capacity of governments to develop appropriate social policies to promote social integration, increase social protection and generate employment*

(b) *Enhanced national capacity in adopting participatory mechanisms and ensuring the engagement of civil society in national dialogues and decision-making processes*

(c) *Enhanced capacity of governments to mainstream migration issues into development planning*

682. With ESCWA support, two countries (biennial target: 4) issued new integrated social policies aimed at expanding social protection, improving the provision of social services, generating employment and integrating persons with disabilities.

ESCWA engaged in developing a framework and a set of indicators to enable the Government of Morocco to jointly monitor the implementation of the Convention on the Rights of Persons with Disabilities and the Sustainable Development Goals. Other important outputs included a workshop on strengthening national coordination mechanisms for persons with disabilities held in Beirut, and the adoption the ESCWA report on disability in the Arab region during the thirty-forth session of the Council of Arab Ministers for Social Affairs.

683. With ESCWA support, two countries (biennial target: 3) engaged in national dialogues and expressed commitment to using national consultations to review and redress existing social protection policies. ESCWA tested a toolkit for enhancing national capacities in developing participatory social protection policies with the involvement of five countries.

684. Four member countries (biennial target: 3) reported progress in the development of national plans of action on migration and development using ESCWA assistance. Nineteen officials from nine countries participated in the training workshop on international migration and development co-organized by ESCWA.

Subprogramme 3
Economic development and integration

(a) *Strengthened capacity of member countries to undertake human development and governance analysis through relevant and new measurement techniques*

(b) *Strengthened national capacity to develop inclusive and equitable development policies through pro-poor growth policies focused on employment generation and inclusive and equitable financial policies*

(c) *Enhanced capacity of member countries to adopt policies recommended in the Monterrey Consensus and on financing for development resolutions*

685. Two member countries (biennial target: 2) adopted ESCWA recommendations for human development assessments. Technical assistance for national development planning was provided to Saudi Arabia and resulted in drafting of the tenth national development agenda.

686. Two member countries (biennial target: 2) adopted an inclusive, fair social and macroeconomic policy framework. ESCWA provided technical support to the League of Arab States on framing the Arab position on the post-2015 development agenda at the Arab high-level forum on sustainable development (April 2014, Amman) and the meeting of the Council of Arab Ministers for Social Affairs (October 2014, Sharm el-Sheikh, Egypt). The meetings issued declarations on development priorities under the post-2015 development agenda. ESCWA provided the League of Arab States with new tools for multidimensional poverty measurement.

687. With ESCWA assistance, four policies and measures (biennial target: 4) were adopted by member countries to implement the Monterrey Consensus and resolutions on financing for development. Technical assistance on tax planning and tax fraud was provided to Morocco through a workshop in 2015, attended by 20 officials.

Subprogramme 4
Information and communications technology for regional integration

(a) Improved advocacy for enhancing the information society and moving towards a knowledge-based economy, within the context of the outcomes of the World Summit on the Information Society, the ESCWA Regional Plan of Action for Building the Information Society and other regional ICT strategies

(b) Strengthened knowledge and improved skills of national offices to develop and implement plans of action and mechanisms to expand the use of ICT for sustainable socioeconomic development

688. With ESCWA technical assistance, 12 countries (biennial target: 10) expressed official interest in enhancing the information society and moving towards a knowledge-based economy. Nine of these countries benefited from ESCWA advisory services and capacity-building activities in the field of e-services, digital Arab content, innovation in the public sector and Arab Internet governance.

689. Of the 12 countries that requested assistance from ESCWA in the field of information society and ICT for socioeconomic development, eight (biennial target: 14) took steps to implement recommendations made by ESCWA. In particular, services were rendered to the Sudan in developing a new e-government portal and updating the national cybercrime law; to Morocco in reviewing the ICT business survey; to the United Arab Emirates and Saudi Arabia in enhancing the e-service development environment and measuring tools; to Libya in updating the e-commerce and cybercrime laws; to the State of Palestine in developing a national innovation strategy; to Yemen in drafting a national e-government plan and upgrading the national network project; and to Jordan in modelling scenarios for the 2030 Agenda for Sustainable Development.

Subprogramme 5
Statistics for evidence-based policymaking

(a) Enhance the capacity of member countries to adopt new or revised international statistical standards, including the System of National Accounts, foundational socioeconomic classifications and compliance with the Fundamental Principles of Official Statistics

(b) Enhance the capacity of national statistical offices to produce and disseminate, with ESCWA assistance, relevant, timely, reliable and comparable economic and environmental statistics and indicators

690. ESCWA technical assistance helped member States to improve the production and availability of socioeconomic statistics and indicators. For example, ESCWA provided assistance with surveys in conflict areas such as Gaza and assessment of the national statistical system in Egypt; advisory support to seven countries focusing on the improvement of national accounts; and training to 13 countries on quarterly gross domestic product estimates by expenditure components and the treatment of financial corporations in national accounts. Fourteen countries (biennial target: 14) implemented the first milestone on the System of National Accounts 2008.

691. Fourteen member countries (biennial target: 14) provided at least 60 per cent of core indicators for the ESCWA statistical database. In addition, ESCWA implemented regional and national price projects co-funded by member countries that helped harmonize price indices for 11 countries and unify national

methodologies at the regional level. ESCWA also focused on civil registration and vital statistics to enhance the capacity of Arab countries to implement the population and housing census and incorporate gender aspects in all statistics.

Subprogramme 6
Advancement of women

(a) *Enhanced capacities of national machineries for women to formulate and implement gender-sensitive policies and frameworks/mechanisms*

(b) *Enhanced capacity of member countries to combat gender-based violence through enactment of legislation and development of national action plans*

692. With ESCWA assistance, 13 member countries (biennial target: 16) adopted measures to ensure gender mainstreaming in national policies. ESCWA trained officials in the areas of gender mainstreaming, strategic planning and reporting on the Convention on the Elimination of All Forms of Discrimination against Women.

693. ESCWA technical support also built capacities for the formulation of national strategies for women, including addressing gender-based violence. Seven member countries (biennial target: 6) adopted measures with ESCWA assistance to combat gender-based violence. These measures included adoption of a full strategy for the implementation of Security Council resolution 1325 (2000) by Iraq; preparation of draft national action plans by Egypt and the State of Palestine; and inclusion of a clause to combat all forms of violence against women in a draft constitution for Yemen.

Subprogramme 7
Conflict mitigation and development

(a) *Enhanced capacity of member countries affected by conflict and countries in transition to implement democratic governance and institution building practices, through monitoring progress on governance and public sector modernization*

(b) *Enhanced capacity of member countries affected by conflict and countries in transition to mitigate the impact of crises and/or instability by identifying the root causes of conflict, addressing emerging issues through formulating development policies and utilizing effective national dialogue with the aim of supporting State-building*

694. Six national stakeholders (biennial target: 6) collaborating with ESCWA expressed commitment to promoting democratic governance and mitigating the impact of conflict. Technical assistance was provided to the Governments of Jordan and the Sudan for the design of national development plans in view of the Sustainable Development Goals and the 2030 Agenda for Sustainable Development. Advisory services were also provided to Arab least developed countries in the areas of mediation and governance. Yemen, in particular, received assistance in the facilitation of national dialogue processes and the use of governance monitoring methodologies.

695. Seven technical cooperation requests were received from member countries (biennial target: 4) with respect to monitoring progress on governance, conflict mitigation strategies and institutional and human capacity-building. Training and advisory services were provided to Palestinian officials involved in preparing the

national development strategy and to the Lebanese- Palestinian Dialogue Committee in organizing a refugee census in Lebanon. ESCWA worked with Jordanian senior officials to build capacity in identifying the development fallout of the influx of refugees and designing policies to mitigate the impact.

Section 24
Human rights

Highlights of programme results

OHCHR continued to play an instrumental role in promoting and protecting human rights worldwide. OHCHR coordinated and supported inter-agency initiatives to mainstream human rights into United Nations policies and to integrate the Human Rights Up Front policy into system-wide responses to crises on the ground. The 2030 Agenda for Sustainable Development was at the centre of the Office's development work. For example, OHCHR compiled human rights indicators relevant to measuring sustainable development goals. OHCHR supported seven commissions of inquiry, four fact-finding missions and one assessment mission, thereby fulfilling requests from intergovernmental bodies for comprehensive assessments and recommendations regarding situations of heightened concern. The Office strengthened its engagement in areas where the human rights situation deteriorated (Ukraine, Central African Republic, Myanmar and Thailand) and mainstreamed human rights into humanitarian crisis responses in the Philippines, the Central African Republic, Mauritania, Lebanon, Ukraine and the State of Palestine. In implementing General Assembly resolution 68/268, OHCHR facilitated the review of 316 State party reports by treaty bodies and consequently reduced reporting backlogs for most of the 10 committees. The humanitarian funds on torture and contemporary forms of slavery disbursed grants totalling $14.8 million to support redress and rehabilitation for close to 190,000 victims across all regions. The second cycle of the universal period review (2012-2016) continued, with 84 States participating as scheduled, with a focus on progress achieved on the ground since the previous cycle. OHCHR continued to provide substantive support to 55 special procedures mandates. Mandate holders conducted 155 visits and sent 1,085 communications covering at least 1,907 individuals.

Challenges and lessons learned

At a moment of heightened interest in human rights at country and regional levels and across the international community, the greatest challenge for OHCHR is to respond positively to all the requests for assistance received from Member States, regional organizations, civil society and United Nations partners working on the ground. Further, it has become increasingly difficult to manage the increasing workload generated from the additional mandates given by the intergovernmental bodies, mainly the Human Rights Council. For example, since its inception, the Human Rights Council has increased its meeting time by

50 per cent. The number of participants and side events has also increased. The number of non-governmental organizations participating in the Council grew from 400 in 2006 to 760 in, while the number of side events increased from 87 to 480.

696. The above-cited results are based on the implementation of 91 per cent of 7,769 mandated, quantifiable outputs, compared to 90 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 293 in 2012-2013 to 280 in 2014-2015.

697. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 24)).

Executive direction and management

(a) Programme of work is effectively managed

698. In 2014-2015, OHCHR delivered 91 per cent of its mandated quantifiable outputs (biennial target: 90 per cent) within the established deadlines, despite an increasing number of mandated activities. OHCHR continued to operate within challenging parameters, for instance in the servicing of commissions of inquiry, for which procedures may sometimes impede the timely delivery of outputs.

(b) Timely recruitment and placement of staff

699. The average number of days that a Professional post remained vacant amounted to 137 (biennial target: 200), of which 102 days fall within the recruitment stage under the authority of OHCHR. Given the resources available to the hiring managers and the increasing burden placed on them with additional mandates, it was difficult for them to manage the recruitment process as a priority alongside their substantive responsibilities.

(c) Identification of emerging human rights issues that require attention by Member States

700. During the biennium, the number of references to issues raised in the High Commissioner's report to the Human Rights Council at the interactive dialogue reached 115 (biennial target: 97), which demonstrates a strong interest on the part of Governments in the thematic and geographic issues raised by the High Commissioner.

(d) Enhanced policy coherence in the management of human rights activities of the United Nations

701. During the biennium, OHCHR continued to exercise leadership and consultations on the documents already adopted, in particular on the Human Rights Up Front policy of the Secretary-General, which led to an increase in the number of human rights policy documents adopted by United Nations system agencies and inter-agency mechanisms from 17 in 2013 to 18 in 2015 (biennial target: 18). In addition, OHCHR developed six new policy documents. These concrete

achievements continue to testify of the efforts by OHCHR to mainstream human rights within the United Nations system.

(e) Improved geographical representation and gender balance of staff

702. The percentage of geographical appointments from unrepresented and underrepresented countries was 27 per cent, which is higher than the target of the human resources management scorecard, set at 20 per cent, and in line with the actual performance baseline of 2013. The percentage of women at the Professional level and above continued to be in line with the biennial target of 55 per cent.

(f) Increased timeliness of submission of documentation

703. The percentage of documents submitted in time by OHCHR in Geneva increased dramatically from 57 per cent in 2013 to 88 per cent in 2015 (biennial target: 65 per cent). The increase is attributed to closer attention to deadlines by all colleagues involved in the drafting and clearing of reports, as well as close collaboration with the Division of Conference Management at the United Nations Office at Geneva.

(g) Deployment of human rights officers at short notice to contribute to the prevention of the continuation of human rights violations and ensure accountability in accordance with the mandate of the High Commissioner for Human Rights

704. A total of 38 fact-finding missions, investigations, commissions of inquiry and human rights information collection missions (biennial target: 19) were organized by OHCHR. For example, the Office supported or carried out eight Human Rights Council-mandated investigations. In addition to assisting the commission of inquiry on Gaza and OHCHR investigations on Sri Lanka and Iraq in the completion of their mandates, OHCHR supported the extensions of the commissions of inquiry on Eritrea and the Syrian Arab Republic and set up new investigations on Libya, South Sudan and Boko Haram-related violence. OHCHR also undertook 13 rapid/surge deployments in the context of deteriorating human rights situations or ongoing humanitarian crises.

(h) Increased exposure to and awareness of OHCHR activities among rights holders

705. The Office's activities related to the media increased exposure to and awareness of OHCHR activities among rights holders, as evidenced by 40,800 media articles (biennial target: 23,000) citing OHCHR (both the institution and/or the High Commissioner, other senior staff and spokespeople), and 319,887 hits on the Media Centre pages of the OHCHR website (biennial target: 152,000), in addition to significant pick-up of news stories by social media. The results are mostly due to a long-term strategy of placing greater emphasis on the quality, timing and relevance of media products, leading to broader interest by the media and general public in messages on human rights concerning thematic and geographic issues and crises.

Subprogramme 1
Human rights mainstreaming, right to development and research and analysis

(a) Human rights mainstreaming

(a) Further support for the integration of all human rights into areas of work of the United Nations system, such as economic and social development, humanitarian, peace and security, governance and rule of law programmes and activities

706. Fifty-six projects and activities (biennial target: 56) were conducted with the aim of further integration of human rights into all areas of work of the United Nations system. Significant progress was made in integrating human rights in key policy discussions, including the Rio+20 deliberations, the quadrennial comprehensive policy review and the post-2015 process. Integration was also promoted through the Human Rights Up Front initiative and sector-specific programmes such as the OHCHR/UN-Habitat mainstreaming project, which resulted in the adoption of a programmatic guidance note for UN-Habitat staff and a system for human rights screening of projects.

(b) Strengthened capacity of the United Nations system, including United Nations country teams, to further integrate all human rights into their respective programmes and activities and to assist countries, at their request, in building and strengthening national human rights promotion and protection capacities

707. OHCHR has played an active role in the United Nations Development Group, emphasizing the need to ensure that human rights are integrated in all United Nations policy, management and field work. OHCHR has supported greater integration of human rights analysis and human rights-based approaches at the country and regional levels, and promoted normative and operational linkages in the work of the United Nations development system. In this connection, 36 United Nations projects and common country programming documents (biennial target: 36) further integrated human rights. The United Nations Development Group Strategic Priorities for 2013-2016 explicitly recognized the importance of promoting a human rights-based approach for achieving sustainable development, which has become a well-established principle for all United Nations country programming. OHCHR actively contributed to the latest edition (August 2014) of the *Standard Operating Procedures for Countries Adopting the "Delivering as One" Approach*, which integrated human rights throughout.

(c) Wider knowledge within the entire United Nations system, including United Nations country teams, of relevant human rights issues, taking into account disability and gender-mainstreaming issues

708. The United Nations Development Group human rights mainstreaming mechanism served as a unique senior-level policy forum to discuss critical policy issues on human rights and provided strong operational support to the work of Resident Coordinators and United Nations country teams, supported by the Multi-Partner Trust Fund. As of December 2015, 25 per cent of resident and humanitarian coordinators, special representatives of the Secretary-General and United Nations officials at all levels (biennial target: 25 per cent) have been trained and advised by OHCHR. As a co-chair of the Working Group on Resident Coordinator System Issues of the United Nations Development Group, OHCHR took a leading role in the preparation of the new resident coordinator generic job

description adopted in February 2014 and the guidance note on the United Nations country team working relationship.

(b) Right to development

(a) Further integration of the promotion and protection of the right to development in global partnerships for development and, as appropriate, in the policies and operational activities of relevant actors at all levels

709. OHCHR actively participated in 10 global projects and activities (biennial target: 10) aimed at integrating the right for development, including in global partnerships for development. As co-chair of the Global Migration Group Working Group on Migration, Human Rights and Gender, OHCHR led the preparation of a position document on the inclusion of migrants in the post-2015 development agenda. The human rights and disability team advocated for inclusion of persons with disabilities in the post-2015 development agenda. The 2015 session of the Social Forum on access to medicines and the Human Rights Council panel discussion on human rights and climate change also served as forums for discussion of good practices of particular relevance to the Sustainable Development Goals. OHCHR was involved in efforts to integrate human rights, including the right to development, in the financing for development negotiations. The outcome of the third International Conference on Financing for Development, held in July 2015 (see General Assembly resolution 69/313, annex), fed into the "means of implementation" component of the post-2015 final outcome document (see General Assembly resolution 70/1).

(b) Further promote and protect the realization of the right to development

710. OHCHR carried out three projects and activities mandated by the Human Rights Council (biennial target: 3) in support of the realization of the right to development. In addition to supporting annual sessions of the intergovernmental Working Group on the Right to Development and the Social Forum, the Office organized an expert workshop on unilateral coercive measures in 2014. Further achievements included evaluating human rights impact assessments of trade and investment regimes, and co-organizing a panel on human rights and investment policymaking at the UNCTAD World Investment Forum.

(c) Enhanced awareness, knowledge and understanding of the right to development at all levels

711. The active outreach, advocacy and awareness-raising on the right to development conducted by OHCHR contributed to growing engagement by educational institutions, non-governmental organizations and youth groups. A detailed account of the Office's activities is provided in the annual consolidated reports of the Secretary-General and the United Nations High Commissioner for Human Rights on the right to development (A/HRC/27/27 and A/HRC/30/22). Ten activities, analytical papers and information materials (biennial target: 10) were undertaken by OHCHR during the biennium. For example, in March 2014, the High Commissioner addressed a side event held during the twenty-fifth session of the Human Rights Council on the theme "Africa and the right to development: towards the post-2015 development agenda"; in 2015, OHCHR organized a right to

development anniversary commemoration event for 200 participants on the subject of sustainable development with dignity and justice for all.

(c) Research and analysis

(a) Strengthened respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by contributing to combating discrimination and supporting efforts of Member States to that end

712. OHCHR provided support at the country level to enhance legal protection and advocate for the implementation of all human rights, including economic, social and cultural rights, through 66 projects and activities (biennial target: 66). Field engagement through technical assistance and expert advice was provided upon request and focused especially on thematic priority areas, including impunity and accountability, discrimination, migration and economic, social and cultural rights. Such support was provided, in particular to stakeholders at the country level, for the purpose of policy development and review of legislation.

(b) Strengthened efforts that contribute to the elimination of all forms of racism, racial discrimination, xenophobia and related intolerance, including contemporary forms of racism

713. Twenty-six measures (biennial target: 26) were taken during the biennium to eliminate racism, racial discrimination, xenophobia and related intolerance, including contemporary forms of racism. National, regional and international seminars and workshops were organized by OHCHR, at times in collaboration with United Nations partners, to enhance the knowledge of representatives of governmental institutions, civil society, media and academia of existing norms and standards with respect to racism, racial discrimination, xenophobia and related intolerance, including contemporary forms of racism. OHCHR also started the implementation of activities and partnerships foreseen in General Assembly resolution 68/237 on the Decade for People of African Descent, including an expanded fellowship programme.

(c) Enhanced contribution of OHCHR to the effective achievement of the Millennium Development Goals

714. During the biennium, OHCHR carried out 46 activities and measures (biennial target: 46) in contribution to the effective achievement of the Millennium Development Goals. The Office was active in promoting human rights, including the right to development, in the United Nations intergovernmental and inter-agency deliberations and processes to define the post-2015 development agenda, through political advocacy, research, consultations and expert meetings. As a result of these efforts, many of the key human rights messages, as well as OHCHR technical inputs on goals and targets, were reflected in the report of the Open Working Group of the General Assembly on Sustainable Development Goals (A/68/970).

(d) Enhanced promotion of knowledge, awareness and understanding of legal protection and advocacy for the full implementation of all human rights, including at the country level and through capacity-building and international cooperation

715. OHCHR conducted 36 activities (biennial target: 36) to enhance the promotion of legal protection and advocacy for the full implementation of all human rights,

including those relating to race and gender, as well as thematic advocacy on issues such as the death penalty.

(e) More effective United Nations assistance to Member States and civil society, media and national human rights institutions, where they exist, at their request, in strengthening the rule of law and national democratic institutions for the promotion and protection of all human rights for all

716. OHCHR conducted 52 activities (biennial target: 52) to strengthen the rule of law and democratic institutions for the promotion and protection of all human rights for all. OHCHR stepped up its engagement in the Inter-Agency Coordination Mechanism for Electoral Assistance and ensured that human rights issues in the context of elections had a higher profile among the United Nations agencies. Progress was also made through various activities related to the safety of journalists. Good practices for the protection of journalists were included in public documents.

(f) Enhanced methodological expertise to implement human rights activities and to provide advice and assistance to requesting States, the United Nations system and other stakeholders

717. OHCHR continued to enhance methodological expertise through 50 guidelines and tools (biennial target: 50) developed for the realization of all human rights. A human rights timeline research guide was developed in online form. The timeline includes reports and resolutions of the Commission on Human Rights and the Human Rights Council, reports of the special rapporteurs and independent experts and other historical United Nations documents related to the United Nations human rights system. An online course on United Nations human rights responsibilities was launched in 2015, whose preliminary online version was piloted with more than 150 selected staff from 22 United Nations entities in May-June 2015. The human rights and law enforcement training package was completed.

(g) Enhanced capacity of OHCHR to provide training and advice to promote human rights compliance with a view to protecting rights holders at the national level

718. OHCHR conducted 52 training or advisory activities (biennial target: 52) contributing to enhanced capacity at the national level through continuing development of a glossary of human rights and humanitarian law violations and regional, national and Geneva-based training courses on human rights monitoring and investigations that consistently received high evaluations from participants.

Subprogramme 2
Supporting human rights treaty bodies

(a) Fully support treaty bodies' work

719. The Human Rights Treaties Division supported the 10 treaty bodies in all aspects of their work. Ninety-three per cent of documents (biennial target: 50 per cent) were submitted on time for consideration by treaty bodies. Meeting time rose to 79 weeks in 2014 and 99 weeks in 2015. Additional meeting time for 2015 onwards was granted by the General Assembly in resolution 68/268. The human rights treaty bodies adopted final decisions on 299 communications. OHCHR

furthermore supported seven country visits by the Subcommittee on Prevention of Torture in 2014 and eight country visits in 2015. Lastly, the Division provided assistance to 55 capacity-building activities (biennial target: 15) at the field level through the new treaty body capacity-building programme established as part of the treaty body strengthening process (see General Assembly resolution 68/268).

(b) Support treaty bodies in their efforts to improve and enhance their working methods

720. Harmonization of working methods, particularly with the adoption of the list of issues prior to reporting procedure by most of the treaty bodies, has increased the number of State reports submitted on time, facilitated and focused the dialogue with State parties on issues of concern and decreased the number of lengthy documents submitted for translation. Treaty bodies considered 316 reports of States parties (biennial target: 250). In this regard, an increasing number of States parties submitted reports under the list of issues prior to reporting procedure. This procedure has been adopted by most of the treaty bodies as part of the harmonization of working methods. Also, 22 common core documents were submitted by States parties.

(c) Support States parties, upon request, in the preparation and timely submission of their national reports to the treaty bodies

721. Thirty-six technical cooperation assistance workshops and seminars (biennial target: 12) supported States parties in the preparation and submission of their reports to the treaty bodies. With the adoption and implementation of General Assembly resolution 68/268, work on capacity-building activities was integrated within the Human Rights Treaty Division. Therefore, as of 2015, the Division benefits from a treaty body capacity-building team at Headquarters and dedicated capacity-building officers in the OHCHR regional presences. This enables the Division to respond positively to requests for capacity-building and initiate training activities when and where they are needed, thereby directly supporting States' efforts to fulfil their treaty obligations.

(d) Enhanced awareness, knowledge and understanding of treaty body outputs

722. The Universal Human Rights Index has become a popular and useful tool for the preparation of reports and for the follow-up of treaty body recommendations and thematic issues. During the biennium, 570,000 hits (biennial target: 600,000) were registered on the Universal Human Rights Index.

(e) Enhanced cooperation with relevant stakeholders at all levels with respect to the work of treaty bodies in accordance with their working methods and mandates

723. OHCHR carried out 45 activities (biennial target: 45) to build the capacity of stakeholders at all levels to engage with the human rights treaty body mechanisms. Further, the Division continued to meet with State party representatives individually to explain the procedures of the dialogue with the treaty bodies for the examination of reports, as well as with non-governmental organizations and national human rights institutions.

Subprogramme 3
Advisory services, technical cooperation and field activities

(a) Enhanced capacity of the United Nations to assist any country, at its request, in its efforts to translate its international human rights obligations into effective laws, regulations and policies

724. Through its field engagement, OHCHR provided legal advice on 24 draft laws for the establishment of national human rights institutions (biennial target: 20). In particular, the Office provided comments/advice for the revision of the penal code in Haiti, the drafting of a protocol to guide the action of State institutions to prevent contacts with indigenous peoples in voluntary isolation in Paraguay, and the review of the general laws on torture and enforced disappearances in Mexico. OHCHR shared with the Government of Egypt a comprehensive analytical paper, including concrete recommendations, on the newly adopted counter-terrorism law of August 2015. The Office provided legal analysis of the report of the National Truth Commission of Brazil and contributed to constitutional reform in Trinidad and Tobago and Grenada and to nationality legislation and penal code reform in Dominican Republic.

(b) Enhanced institutional capacity at the national level through engagement with requesting States to meet the challenges to the full realization of all human rights

725. During the biennium, 76 national human rights institutions (biennial target: 62) were established or strengthened through assistance or training provided by OHCHR. Through its regional and country field presences, OHCHR advocated with State representatives to increase Member States' compliance with international human rights mechanisms. For example, training was provided to the Government of Namibia on the international human rights system and reporting to the treaty bodies in February 2014; to civil society actors in Mauritania on economic and social rights; to government and civil society partners from Belarus, Italy, the former Yugoslav Republic of Macedonia, the Russian Federation, Ukraine, Uzbekistan, Tajikistan, Serbia and Bosnia and Herzegovina; to Moldova and Cambodia to enhance the knowledge of judges and prosecutors, respectively, of international anti-discrimination law and its application at national level; to Serbia to assist the Ombudsman in calling for protection of the human rights of migrants and refugees; and to Guatemala on protection of the right to food, among others.

(c) Increased outreach in the provision of mutually agreed assistance, including to remote areas in countries in all regions, through advisory services and technical cooperation, to promote and protect all human rights

726. OHCHR delivered mutually agreed assistance in 12 instances (biennial target: 12) to Governments, national human rights institutions and civil society organizations on various human rights issues. OHCHR continued to mainstream human rights principles and tools such as the human rights due diligence policy and ensuring a human rights-based approach to national development planning. OHCHR, with strong involvement of field presences and the advice of the Board of Trustees of the Voluntary Fund for Technical Cooperation, further developed guidance for technical cooperation in the field of human rights, resulting in the field presences strengthening their capacity to design and implement technical cooperation activities. During the biennium, OHCHR facilitated the deployment of

human rights advisers to nine United Nations country teams and to the United Nations Development Group regional teams for Latin America and for Asia and the Pacific.

(d) *Enhanced support of OHCHR to human rights education and awareness-raising, including at the national level, at the request of States*

727. OHCHR seeks to ensure that national authorities and civil society actors have the capacity to address human rights concerns and are well informed about international human rights standards and how to translate these into laws, regulations and policies that have an impact on the ground. During the biennium, 24 institutionalized human rights training and education programmes (biennial target: 24) were introduced at the national and regional levels. OHCHR conducted workshops on the adaptation of protection strategies to local circumstances in Mexico, Guatemala, Cameroon, the Central African Republic, Mali and Kyrgyzstan; and provided advisory services to Saudi Arabia on human rights mechanisms in cooperation with the United Nations Human Rights Training and Documentation Centre for South-West Asia and the Arab Region. In the context of prevention of potential conflicts in Central Africa, OHCHR extensively trained independent electoral commissions, parliamentarians, civil society actors and media professionals on human rights standards for local elections.

(e) *Enhanced capacity of United Nations country teams, peacekeeping operations and peacebuilding activities to assist requesting countries in their efforts to develop national human rights protection systems*

728. Twenty-four activities (biennial target: 24) were implemented by United Nations country teams and human rights components of peacekeeping operations in support of national human rights protection systems. Through its field engagement OHCHR supported the integration of human rights standards and principles into public policies, particularly on housing, water, sanitation and land, in countries such as Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, the former Yugoslav Republic of Macedonia, Serbia, Tajikistan, Turkmenistan, Turkey and Uzbekistan. In addition, OHCHR strengthened its advocacy on the protection of persons with albinism; provided technical assistance on human rights-based-approach planning and indicators; contributed to the revision of the terms of reference of the Inter-Agency Standing Committee; and provided policy guidance and support to various field presences on the modalities of OHCHR engagement in humanitarian action. The Office provided technical advice to the human rights components of MONUSCO, UNMIL, UNSMIL, the United Nations Assistance Mission in Somalia, MINUSCA, MINUSMA and UNMISS on implementing their protection of civilian mandates.

(f) *Enhanced role of OHCHR in contributing to the prevention of the continuation of human rights violations in accordance with the mandate of the High Commissioner for Human Rights*

729. OHCHR undertook 20 activities (biennial target: 10) that contributed to resolving situations of large-scale human rights violations. The Office contributed to strategic planning for new and transitioning peace operations and to finalizing specific policies such as the access rights policy. OHCHR contributed to the establishment and operationalization of 12 commissions of inquiry and fact-finding

missions (concerning the Central African Republic, the Democratic People's Republic of Korea, Eritrea (two phases), Iraq, Libya, Sri Lanka, South Sudan (assessment mission), the Syrian Arab Republic, Yemen (support to national commission of inquiry) and Gaza, and on Boko Haram-related violence). OHCHR strengthened its monitoring and reporting capacity through the deployment of human rights officers to areas where the human rights situations had been deteriorating (Ukraine, Central African Republic, Myanmar and Thailand) and areas of humanitarian crisis (Philippines, Nepal, Central African Republic, Mauritania, Lebanon, Jordan, Turkey, Ukraine, Yemen and the State of Palestine), and the implementation of a human rights case database in field presences.

(g) Timely and effective assistance to requesting States in the implementation of the recommendations they have agreed to in the universal periodic review process, including through the provision of assistance from the Voluntary Fund for Financial and Technical Assistance for the implementation of the universal periodic review

730. OHCHR continued to strengthen its support to Member States to implement their human rights obligations and commitments, as evidenced by 30 field-based assistance programmes and activities (biennial target: 30) provided to requesting States in the implementation of universal periodic review recommendations. OHCHR technical assistance resulted in efforts at the country level to incorporate international human rights standards into national laws, policies and practices; the establishment of more sustainable national capacities to adhere to those standards; strengthened administration of justice; greater emphasis on the development of human rights education programmes; increased capacities related to gender equality and women's rights; the establishment of responsive national human rights institutions; strengthening of the human rights capacity of the United Nations country teams through the deployment of human rights advisors; and the development of national plans of action for the promotion and protection of human rights and on the use of human rights indicators.

Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms

(a) Prompt and effective provision of strengthened support and advice to the Human Rights Council and its subsidiary bodies and mechanisms

731. The percentage of documents submitted on time for consideration by the Human Rights Council reached 76 per cent (biennial target: 60 per cent). The improvement is due to stricter adherence to deadlines and greater internal oversight, including regular uploads and updates of documents' submission status on the intranet and cooperation between stakeholders. Feedback from Member States on the support provided to the Human Rights Council by OHCHR was collected through a survey during the thirtieth session of the Council in September 2015. Out of 47 Member States, 18, or 38 per cent, replied to the survey. Of those, 17, or 94.4 per cent (biennial target: 85 per cent), were satisfied with the support.

(b) *Full support to the universal periodic review mechanism, including timely and effective assistance, as appropriate, to States within the universal periodic review framework*

732. Most of the 42 Member States submitted their national reports and took part in the second universal periodic review cycle in 2014 as planned, and all did in 2015. In 2014, the Secretariat responded to requests from 15 States to finance the travel and attendance of one member of their delegation to the Working Group on the Universal Periodic Review, while in 2015, such assistance was provided to 20 States. Additional assistance to participate in the adoption of the outcome document in the plenary of the Human Rights Council was provided to eight small island developing States and least developed countries, through the Voluntary Fund for Financial and Technical Assistance for the implementation of the universal periodic review. The secretariat held 19 activities (biennial target: 21) for effective preparation of the universal periodic review, including information meetings prior to each session to brief delegations on the modalities of the review.

(c) *Enhanced support to improve the impact of the work of special procedures through the analysis of gaps in the implementation of international human rights instruments, the promotion of observance of international human rights standards and the provision of timely advice for addressing gross and systematic violations of human rights*

733. During the biennium, special procedures mandate holders conducted 155 visits to over 100 countries and territories. They submitted 268 reports to the Human Rights Council, of which 105 reports pertained to country visits. Separately, they submitted 76 reports to the General Assembly on different thematic issues. Special procedures sent out 1,085 communications to States and non-State actors and received 555 responses from States (biennial target: 650). The Special Procedures Branch supported 15 activities (biennial target: 12) in follow-up to reports and recommendations by thematic mandate holders. Three communications reports were submitted to the Council in 2015, one to each session (A/HRC/28/85, A/HRC/29/50 and A/HRC/30/27), and three in 2014 (A/HRC/25/74, A/HRC/26/21 and A/HRC/27/72). Special procedures, inter alia, contributed to shaping the 2030 Agenda for Sustainable Development, and conducted advocacy in relation to climate change, the situation of refugees and migrants and the increasing need to regulate and ensure accountability of non-State actors.

(d) *Enhanced support to the complaint procedure established to address consistent patterns of gross and reliably attested violations of all human rights and all fundamental freedoms occurring in any part of the world and under any circumstances*

734. During the biennium, 88 per cent of documents (biennial target: 88 per cent) were submitted within prescribed timelines to the Working Group on Communications, the Working Group on Situations and the Human Rights Council. Regular information-sharing on the complaint procedure has yielded positive impact on the quality and quantity of communications received and increased the engagement of stakeholders with the procedure. Key achievements relating to the Working Group on Communications include clearing the backlog and undertaking the initial screening of all communications received through the OHCHR registry; these were examined by the Working Group at its sessions in 2014 and 2015. Owing

to the increased number of communications combined with inadequate staffing resources, only 80 per cent of communications (biennial target: 92 per cent) were considered by the implementing bodies.

(e) *Enhanced cooperation at all levels with stakeholders who can benefit from and/or contribute to the work of the Human Rights Council and its subsidiary bodies and mechanisms*

735. Eighty joint activities (biennial target: 80), including with United Nations entities and the international human rights mechanisms, Governments and civil society contributed to implementation of special procedures' findings and universal periodic review outcomes. The Universal Periodic Review Branch, together with the Inter-Parliamentary Union, organized a series of regional seminars for parliamentarians (Bucharest, Montevideo and Rabat in 2014 and Manila in 2015) that resulted in the inclusion of parliamentarians in universal periodic review delegations and increased involvement of parliaments in the follow-up to review outcomes. The Voluntary Fund for Financial and Technical Assistance was key in supporting this outcome. OHCHR indexed and uploaded universal periodic review recommendations from the second cycle to date into the Universal Human Rights Index. Together with other United Nations stakeholders, it supported the universal periodic review follow-up at country level and strengthened cooperation with regional human rights mechanisms.

Section 25

International protection, durable solutions and assistance to refugees

Highlights of programme results

Over the 2014-2015 biennium, the world has witnessed a dramatic increase in the number of people forced to flee their homes owing to conflict and persecution, rising from 50 million to well above 60 million persons, comprising both refugees and internally displaced. These movements have put pressures on host communities, UNHCR, Governments and other humanitarian agencies to provide speedy and effective emergency responses in order to meet immediate basic needs, including food, shelter, water and heath care. UNHCR has worked with Governments to strengthen the protection of the displaced against violence and by assisting them with documentation to access rights and services. UNHCR accorded highest priority to the protection of women and girls from sexual and gender-based violence and finding appropriate protection-sensitive care arrangements for unaccompanied and separated children. The Office also continued to enhance partnerships with development actors to join efforts to assist displaced persons in achieving lasting solutions. By launching the "#IBELONG" campaign, UNHCR also galvanized international action to eradicate statelessness by 2024. As a result, many countries have acceded to the statelessness conventions and are focusing efforts on identifying stateless populations and addressing their plight.

Challenges and lessons learned

The sheer scale of new displacements put enormous strains on host communities, overwhelmed local response mechanisms and stretched the capacities of UNHCR and its humanitarian partners to the limit. The deteriorating security situation in many operations and the threat posed by international terrorism compounded the difficulty of gaining safe access to displaced populations ensuring their protection. In spite of this, UNHCR staff and partners continued to "stay and deliver" in many situations where security was deteriorating. The Regional Refugee and Resilience Plan 2015-2016 was launched in December 2014 in response to the Syrian crisis with a view to supporting host countries and communities by increasing resilience and stabilization-based development to complement humanitarian assistance.

736. The above-cited results are based on the implementation of 100 per cent of 404 mandated, quantifiable outputs, compared to 100 per cent in the previous biennium. No additional outputs were implemented at the initiative of the Secretariat during 2012-2013 and 2014-2015.

737. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 25)).

Programme
International protection, durable solutions and assistance to refugees

(a) Improved overall protection environment for refugees and others of concern

738. During the biennium, 17 accessions by 14 States to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness were achieved, bringing the total number of States parties to the Conventions to 86 (biennial target: 89) and 65 (biennial target: 68) respectively. UNHCR supported States in reforming their nationality and related laws and published a good practices guide on accession to the statelessness conventions and a revised joint UNHCR-Inter-Parliamentary Union Handbook on nationality and statelessness. A total of 24 States members of the African Union (biennial target: 25) had ratified the Convention for the Protection and Assistance of Internally Displaced Persons in Africa by the end of the biennium, while 40 of the 54 member countries had signed the treaty. UNHCR increased the number of government and partner staff participating in protection-learning programmes to 778 (biennial target: 450).

(b) Refugees and others of concern are treated fairly and efficiently when seeking protection, and receive adequate documentation

739. UNHCR continued to conduct individual refugee status determinations under its mandate in more than 90 countries where national asylum procedures did not exist or could not be considered fully functional. Seventy-five per cent of refugees and asylum seekers (biennial target: 92 per cent) were registered on an individual basis and 55 per cent of refugees and others of concern (biennial target: 60 per cent)

received individual documentation. The biennial statistical data were not fully available from all field locations at the time of preparation of this report. In many countries, UNHCR conducted individual refugee status determinations jointly with Governments or provided technical or other support to Governments. In 2015, UNHCR reoriented its strategic direction regarding refugee status determination towards more strategic engagement with Governments and States in support of building long-term asylum systems and enhancing national capacities.

(c) *Increased safety from violence and exploitation for refugees and others of concern, especially women and children*

740. UNHCR operations reported improvements in the provision of support to known sexual and gender-based violence survivors in 44 refugee situations (biennial target: 24) and in mobilizing communities to be involved in prevention and survivor-centred protection in 39 refugee situations. UNHCR provided psychosocial counselling, legal assistance, medical assistance and safe spaces for persons affected by sexual and gender-based violence. UNHCR also developed multi-year country-level sexual and gender-based violence strategies in 22 countries, rolled out the gender-based violence information management system in nine countries and launched programmes related to sexual and gender-based violence at the onset of 10 emergencies. Children constituted 51 per cent of the refugee population in 2014, up from 41 per cent in 2009 and the highest figure in more than a decade. The percentage of unaccompanied and separated children for whom best interests procedures were initiated or completed increased to 37 per cent in 39 refugee displacement situations (biennial target: 37 per cent).

(d) *The basic needs of refugees and others of concern are met and essential services are provided without discrimination and with specific consideration to age, gender and physical condition*

741. UNHCR, together with partners and in close collaboration with the affected communities, provided for the broad spectrum of basic needs and services for refugees under its care. The latest data showed that 24 operations/camps (biennial target: 30) met the minimum standards for global acute malnutrition and 66 per cent of households of refugees and other of concern (biennial target: 66 per cent) had adequate dwellings. Under-five mortality rates met acceptable standards in 98 camps (biennial target: 90) and are reported at 86 per cent for 2014. Seventy-five per cent of refugee children aged six to 13 (biennial target: 90 per cent) were enrolled in primary education in 2014. Guided by the UNHCR Global Education Strategy formulated in 2012, UNHCR funded construction of education facilities, trained refugee teachers, targeted out-of-school children and promoted integration of refugee children into national schools.

(e) *Refugees and others of concern, both men and women, participate equally within their communities and their self-reliance is promoted*

742. During the biennium, 73 operations in UNHCR continued to make concerted efforts to increase the representation of refugee and internally displaced women in leadership and management structures that represent their interests and influence decisions that affect them. In 2014 (exact data from 2015 yet to be obtained), UNHCR operations reported progress in the participation of women in leadership structures in 40 sites (biennial target: 42). However, refugee and internally displaced

women remain underrepresented, and most operations have yet to meet the goal of 50 per cent representation by women in leadership and management structures. Twenty-five UNHCR operations (biennial target: 25) implemented comprehensive livelihood strategies to promote the self-reliance of refugees and others of concern.

(f) Progress in finding durable solutions for refugees supported by sustained international cooperation

743. During the biennium, 20 countries (biennial target: 32) benefited from aligned programming approaches of UNHCR and development partners in working towards durable solutions. UNHCR operations reported improvement in different aspects of local integration in 34 situations, while supporting integration efforts of national authorities in 47 operations, constituting 50 per cent of UNHCR operations, excluding headquarters and regional offices (biennial target: 92 per cent). The deviation from the target reflects the change in defining and measuring local integration efforts. Recognizing that local integration is a gradual process, UNHCR is working with host countries to establish conditions that could pave the way for refugees to access income or land, thus attaining a growing degree of self-reliance and enabling them to contribute to the community where they live. Seventy-five per cent of persons (biennial target: 85 per cent) whose applications for resettlement had been submitted had departed for resettlement.

(g) Strengthened partnership and emergency response capacity to provide the fullest possible coverage of the needs of persons of concern

744. Despite the numerous parallel emergencies, UNHCR continuously replenished its stocks so as to remain ready for the next situation. The agency remained prepared to supply up to 750,000 people with core relief items. For some 90 per cent of emergencies (biennial target: 90 per cent), the first delivery of protection and relief took place within three days from the onset. Some 37 per cent of the UNHCR budget (biennial target: 37 per cent) was implemented through partners. The biggest consignments of relief supplies went to the crisis in the Syrian Arab Republic. During the biennium, UNHCR trained some 130 emergency responders through the workshop for emergency managers and the senior emergency leadership programme, and deployed 441 responders to emergencies (biennial target: 180).

Section 26
Palestine refugees

Highlights of programme results

In an increasingly volatile regional environment in 2014 and 2015, violence and marginalization continued to affect Palestine refugees registered across all five fields of operation of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA): Jordan, Lebanon, the Syrian Arab Republic, the West Bank and the Gaza Strip. Within this context and in line with its mandate derived from the General Assembly to assist and protect Palestine refugees, the Agency continued to deliver human development services in the areas of education, health, relief, social services, infrastructure and camp improvement and microfinance. The Agency also delivered humanitarian assistance to over 1.2 million refugees, mainly in the occupied Palestinian territory and the Syrian Arab Republic. Programme highlights included immunization campaigns for Palestine refugees across Jordan, Lebanon, the West Bank and the Gaza Strip that reached 99 per cent coverage. Progress was also achieved with regard to the implementation of transformative education reform policies and strategies across all fields concerning teachers, inclusive education and human rights. In addition, over 82,000 families benefited from UNRWA shelter repair, construction and reconstruction programming, while the groundwork was laid for the planned shift in 2016 from the direct provision of food and cash to the provision of e-vouchers and cash in support of food security for 156,737 refugees. UNRWA also undertook advocacy with relevant authorities and stakeholders on protection issues related to the situation of Palestine refugees fleeing the armed conflict in the Syrian Arab Republic and the forcible displacement of Palestine refugees and military operations in the West Bank and Gaza. The overall programme achievements were realized despite a $101 million funding shortfall in 2015 that risked delaying the opening of all UNRWA schools for the 2015/16 academic year.

Challenges and lessons learned

During the reporting period, the ongoing conflict in the Syrian Arab Republic, coupled with the summer 2014 hostilities and the blockade in Gaza, posed significant security, access and logistical challenges to programme implementation. For example, the above-mentioned challenges in Gaza caused widespread damage to both refugee shelters and Agency infrastructure relevant to the provision of health, education and social and microfinancial services. The situation also heavily affected the overall psychosocial well-being of both refugees and UNRWA staff. By way of response, the Agency placed considerable emphasis on the implementation of alternative service delivery modalities that supported access to services, learning and psychosocial support.

745. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 26)).

Subprogramme 1
A long and healthy life

(a) Universal access to quality, comprehensive primary health care

746. The UNRWA family health team programme continued to improve the quality and delivery of public primary health care for Palestine refugees through health services dispensed by multidisciplinary medical teams that provide comprehensive and continuous care to both patients and their families. At the end of the biennium, the antibiotic prescription rate stood at 26 per cent (biennial target: 23 per cent), with a further reduction in the rate being expected after the full implementation of

the family health team programme. While partnerships with health-care providers, including those in the private sector, and increased refugee and community awareness will further assist in reducing the use of antibiotics, host authority regulatory reform is also required to further limit the antibiotic prescription rate.

(b) Sustained protection and promotion of family health

747. A key objective of the UNRWA maternal health-care programme is to ensure that women register for antenatal care as early as possible during their pregnancies to allow ample time for risk identification and management and to meet the World Health Organization's recommended standard of at least four visits during the antenatal period. Eighty-seven per cent of women (biennial target: 92 per cent) in Lebanon, Gaza and the West Bank had at least four antenatal care visits. In 2015, the Agency also carried out a set of activities aimed at increasing antenatal visits through the integration of a limited degree of preconception care in support of overall maternal health. To that end, on request, pregnancy tests were made available to women of reproductive age, particular attention was given to those identified as being at risk and all high-risk pregnancies were managed through specialist care in close coordination with UNRWA medical officers.

(c) Ensured prevention and control of diseases

748. During the reporting period, immunization coverage in Jordan, Lebanon, Gaza and the West Bank against vaccine-preventable diseases was maintained at the rate of 99 per cent of UNRWA recorded live births (biennial target: 99 per cent). Through this effort, implemented jointly with host authorities, the UNRWA health programme prevented the occurrence of vaccine-preventable outbreaks of disease among children and strengthened the overall immunity of this vulnerable group. Disease prevention was also supported, as evidenced by the 99 per cent of shelters that were connected to the public water network (biennial target: 100 per cent) and 87.3 per cent of shelters connected to the public sewerage network (biennial target: 95 per cent). The relatively low connectivity rate of shelters to the official sewerage network in the West Bank affected the overall attainment of the target.

Subprogramme 2
Acquired knowledge and skills

(a) Universal access and coverage of basic education

749. During the 2014/15 academic year, 493,500 students were enrolled in UNRWA schools, of whom 49.91 per cent were girls. For the 2014/15 school year, the estimated cumulative dropout rate Agency-wide was 2.75 per cent (3.47 per cent for males; 2.04 per cent for females) in the elementary cycle, and 3.84 per cent (3.34 per cent for females; 4.32 per cent for males) in the preparatory cycle. The biennial targets established in the budget document for the dropout indicators (calculated as an average rate) of 0.4 per cent for pupils in the elementary cycle and 2.4 per cent for pupils in the preparatory cycle are not comparable to actual performance values (calculated as a cumulative rate) of 2.75 per cent and 3.84 per cent, owing to the methodological changes adopted Agency-wide.

(b) Educational quality and outcomes against set standards are enhanced

750. In Jordan, Gaza and the West Bank, UNRWA students traditionally outperform students attending government-operated schools in national and international tests such as those of the Programme for International Student Assessment and the Trends in International Mathematics and Science Study. As these tests were not systematically undertaken in all fields of UNRWA operation and do not allow for between-field comparisons, the UNRWA monitoring and learning achievement survey was developed as a means to ensure the regular, Agency-wide evaluation of UNRWA student performance in Arabic and mathematics. First conducted in 2009 and repeated in 2013, a monitoring and learning achievement survey is next slated be conducted in 2016. As the survey pertaining to student performance results achieved during 2014/15 has yet to be conducted, no information is available as to whether UNRWA met the biennial target.

Subprogramme 3
A decent standard of living

(a) Reduced poverty among the poorest Palestine refugees

751. The UNRWA social safety net programme continued to prioritize the food and other basic needs of the poorest of the poor during the reporting period. By the end of the biennium, the percentage of abject poor provided with assistance under the programme reached 61 per cent (biennial target: 59 per cent). The immediate impact of the assistance was to raise the most basic standard of living for affected families. In November 2015, UNRWA formally resolved to replace direct food and cash aid to beneficiaries of the programme with cash and e-vouchers in certain fields. UNRWA plans to roll out this initiative out in 2016, offering refugees a variety of nutritious products to choose from in a more dignified manner while supporting local economies.

(b) Inclusive financial services and access to credit and savings facilities are increased

752. The total value of loans disbursed by UNRWA amounted to $72,275,022 (biennial target: $246,000,000). Of the total amount disbursed, $21,329,324 (biennial target: $45,000,000) was provided to women. In this regard, the UNRWA microfinance programme granted a total of 73,160 loans (biennial target: 246,000), including 27,875 loans for women (biennial target: 85,000). Performance against biennial targets does not represent a true picture of progress, as the actual performance baseline was different from the one established within the biennial budget. Despite current limitations on the loan capital fund, the microfinance programme succeeded in increasing its outreach over the previous biennium by 23 per cent and the value of lending by approximately 8 per cent. Factors accounting for the underachievement of the programme include: (a) the blockade and summer 2014 hostilities in Gaza, which restricted the movement of people and supplies, forced the closure of a large number of small scale businesses and contributed to a rise in unemployment rates; (b) security conditions in the Syrian Arab Republic and the constant depreciation of the Syrian pound, which eroded purchasing power and thus the ability to repay loans; and (c) a high staff turnover in Jordan that resulted in diminished internal capacity to expand inclusive financial services and access to credit and savings facilities.

(c) *Enhanced skills and improved access to employment for Palestine refugees*

753. Employment rates for graduates from the technical and vocational education and training programme increased from 60.61 per cent for female and 72.79 per cent for male graduates in 2013 to 76.06 per cent for female (biennial target: 80 per cent) and 79.66 per cent for male (biennial target: 78 per cent) graduates in 2014. With these results, performance levels reverted to the historical averages recorded for those that graduated during the period from 2009 through 2012. Enhanced results under the technical and vocational education and training programme during the reporting period were facilitated by a range of new and strengthened initiatives across UNRWA fields of operation, including revised and updated courses in emerging trades, enhanced capacity development to equip instructors to teach the skills in demand by employers, and the establishment or strengthening of partnerships with the business community to increase the employment prospects of graduates of the programme. In addition, outreach efforts encouraging employers to hire programme graduates were enhanced, employers were involved in the upgrading of curricula and training materials, and the follow-up and tracking of graduates, including through social media, was improved.

(d) *Sustained camp development and upgraded substandard infrastructure and accommodation*

754. Owing to a funding shortfall, only 2,383 families (biennial target: 5,500) living in substandard housing were provided with improved shelters. In Gaza, 78,517 families benefited from shelter repair or reconstruction after suffering damages from the summer 2014 hostilities. In addition, 553 families in Gaza benefited from the emergency rehousing project, which built 548 shelters. In Lebanon, 1,505 shelters were reconstructed to replace refugee shelters demolished in the 2007 conflict in Nahr el-Bared, a Palestinian refugee camp.

(e) *Rights of Palestine refugees are safeguarded and advanced*

755. During the biennium, the percentage of Agency interventions on rights issues that prompted positive responses from the authorities reached 40 per cent (biennial target: 40 per cent). The degree of compliance with UNRWA protection standards in 2014 was 48 per cent (biennial target: 70 per cent). Data with regard to this indicator were not collected in 2015, as the methodology underpinning protection audits (the tool that determines UNRWA compliance with protection standards) was being reviewed. Significant progress was achieved with regard to the further development of an UNRWA policy framework on protection and strengthening understanding on protection issues across the Agency. These factors enhanced the protection dimension of programme service delivery and the development of effective responses to specific protection gaps. Also during the reporting period, UNRWA increasingly established itself as a credible voice in raising awareness on protection issues affecting Palestine refugees and engaged in advocacy interventions with the relevant authorities and other stakeholders.

(f) *Strengthened capacity of refugees to formulate and implement sustainable social services in their communities*

756. During the biennium, 11 per cent of community-based organizations (biennial target: 72 per cent) improved their level of performance. The biennial target was not

met because conditions in a number of field operations were not conducive to rapid progress in this area, especially in Gaza and in the Syrian Arab Republic. Continuing efforts to establish partnerships with community-based organizations yielded positive results in Lebanon and the West Bank, where a combined 22 partnerships were established, and in Gaza, where 4 partnerships were established to implement special projects serving the poor and other vulnerable groups and individuals. In addition, 41 memorandums of understanding were signed with community-based organizations in Lebanon and the West Bank governing the organizations' use of UNRWA buildings and equipment. Complementing this effort, a partnership framework was developed to guide and support the Agency's partnership-building efforts, including its engagement with community-based organizations.

(g) Palestine refugee registration and eligibility for UNRWA services are in accordance with relevant international standards

757. New inscriptions that met the UNRWA standards reached 97 per cent (biennial target: 99 per cent) for persons and the descendants of persons whose normal place of residence was Palestine during the period from 1 June 1946 to 15 May 1948, and who lost both home and means of livelihood as a result of the 1948 conflict. The positive results obtained with respect to this indicator, with fewer than 3 per cent of the inscription cases submitted being returned or rejected, reflect work done in the field to screen and study new inscription applications prior to sending them to headquarters with a recommendation for approval. During the reporting period, all new inscription applications were reviewed by four different staff members in the field before being subjected to two additional levels of evaluation at headquarters, including review by the Director of Relief and Social Services.

Section 27
Humanitarian assistance

Highlights of programme results

During the biennium, the Office for the Coordination of Humanitarian Affairs responded to major emergencies in the Syrian Arab Republic, the Central African Republic, South Sudan, Yemen and Iraq. The Office also responded to large-scale protracted crises, including in Afghanistan, the Democratic Republic of the Congo, Somalia and the Sudan; growing crises in Nigeria and Ukraine; and the Ebola virus disease outbreak in West Africa. The Under-Secretary-General and Emergency Relief Coordinator continued to lead the Inter-Agency Standing Committee in the implementation of the Transformative Agenda. The Committee principals discussed high-profile humanitarian crises and identified ways to streamline humanitarian action. The humanitarian programme cycle, introduced in 2013, strengthened needs assessments and analysis and inter-agency response planning. The Central Emergency Response Fund allocated $897 million for rapid response and underfunded emergencies. The Office hosted the global consultation for the 2016 World Humanitarian Summit, which resulted in five major areas for action, each aiming to address the most pressing current and future humanitarian challenges. With support from the Office, 121 countries have reported enactment of legislation to establish policy and legal frameworks for disaster risk reduction, and 93 countries have established national platforms.

Challenges and lessons learned

Crises in the Syrian Arab Republic, South Sudan, the Central African Republic and Iraq placed a significant strain on the international humanitarian system, with conflicts being the dominant driver of humanitarian needs. Four simultaneous level-III emergencies further strained the Office's surge mechanisms. These challenges are being mitigated by increasing the number of national and international partnerships and networks that can respond effectively to disasters and emergencies. The growing scale of needs also requires exploring ways in which different stakeholders can better prepare and respond to humanitarian crises. In this regard, the Office hosted the 2015 Global Humanitarian Forum, where representatives of non-governmental organizations, think tanks, universities, the private sector and Governments discussed key issues and potential solutions to humanitarian effectiveness in the age of sustainable development.

758. The above-cited results are based on the implementation of 99 per cent of 288 mandated, quantifiable outputs, compared to 98 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 22 in 2012-2013 to 0 in 2014-2015.

759. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 27)).

Executive direction and management

(a) Programme of work is effectively managed and supported within the available human and financial resources

760. During the biennium, the programme of work of the Office for the Coordination of Humanitarian Affairs was effectively managed and supported within the available human and financial resources. The Office delivered 99 per cent of its mandated quantifiable outputs (biennial target: 98 per cent) within established timelines. The average time between circulation of a vacancy and candidate selection was 120 days (biennial target: 120 days). The establishment of the budget review committee and the online budget management tools provided greater clarity and transparency to the Office's finances, and preparations were started to merge the two trust funds into one. All of these activities should be seen in the light of the implementation of Umoja.

(b) Ensure policy coherence in the management of the United Nations multidimensional activities in peace, security, peacekeeping and humanitarian assistance and coordination

761. The Office ensured policy coherence in its management of multidimensional activities in peace, security, humanitarian assistance and coordination in various forums. For example, the Office coordinated inputs for the briefings of the informal Security Council expert group on the protection of civilians, especially on issues related to extension of the mandates of political and peacekeeping missions in the field. This helped the expert group to have a holistic assessment of protection concerns when addressing such issues. The Office carried out an increased number of activities in collaboration with other United Nations entities, as evidenced by 36 briefings of the expert group in 2014 and 2015 (biennial target: 15), a marked improvement over the 15 briefings achieved in the 2012-2013 biennium.

Subprogramme 1
Policy and analysis

(a) Improved coordination with organizations and entities of the United Nations system, as well as the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies, the International Organization for Migration and relevant non-governmental organizations

762. Eighteen agreements (biennial target: 12) on appropriate standards to improve coordination mechanisms and structures at Headquarters and in the field were adopted by the Inter-Agency Standing Committee, compared to just 10 agreements in the previous biennium. The inter-agency evaluation of the level-III response to Typhoon Haiyan in the Philippines, the lessons learned analysis prepared by the Emergency Directors Group for the meeting of Committee principals on 9 December 2014 and the independent review of the Committee by the Overseas Development Institute in late 2014 provided insights into progress made in improving coordination with Committee stakeholders and areas in need of improvement. Inter-agency coordination was enhanced through the Transformative Agenda, but more needs to be done to minimize process and maximize delivery and timely action. The Committee and the humanitarian country team in the Philippines accepted the recommendations from the evaluation of the response to Typhoon Haiyan and have started addressing the weaknesses.

(b) Improved operational planning, monitoring and accountability of the Office for the Coordination of Humanitarian Affairs during disasters and emergency situations, including the transitional phase from relief to development

763. During the biennium, the Office developed new tools for planning and monitoring, including the humanitarian needs overview, the humanitarian response planning monitoring and a monitoring framework. The latter will be rolled out in 2016. In addition, the Office managed inter-agency humanitarian evaluations of the responses to Typhoon Haiyan in the Philippines, the crisis in South Sudan and the crisis in the Central African Republic. The Philippines evaluation provided 10 recommendations to the humanitarian country team, the Emergency Directors Group and the Inter-Agency Standing Committee principals that all have been accepted. Eighty per cent of the recommendations (biennial target: 100 per cent) had been

implemented by the end of the biennium. Work is under way to implement the remaining recommendations. For the inter-agency humanitarian evaluations on South Sudan and the Central African Republic, the final reports were still pending as at December 2015.

(c) Improved capacity by United Nations humanitarian coordinators for the protection of civilians

764. In 2014-2015, key messages on the protection of civilians were integrated and mainstreamed in the formal and informal training provided to resident coordinators and humanitarian coordinators. All existing opportunities were used, such as the resident coordinators' induction workshop, the humanitarian coordinators' retreat, onboarding meetings with incoming humanitarian coordinators and a recent webinar on the centrality of protection in humanitarian response. A total of 120 resident and humanitarian coordinators (biennial target: 120) were trained during the biennium. Recent reports and results from humanitarian coordinators' performance evaluations showed improved ability among humanitarian leaders to carry out their protection and advocacy functions.

Subprogramme 2
Coordination of humanitarian action and emergency response

(a) Improved response to humanitarian emergencies by all United Nations operational agencies

765. Throughout the biennium, the Office's primary internal surge mechanism, the emergency response roster, was fully engaged in four simultaneous level-III emergencies in Iraq, the Central African Republic, South Sudan and the Syrian Arab Republic. This caused a sharp increase in number of staff members deployed from the roster, nearly double the number deployed in the previous biennium. Consequently, the lead time of seven days for deployment of coordination staff was adhered to in just 23 per cent of new or escalating emergencies (biennial target: 90 per cent). For original members of the roster, the lead time of seven days was fully adhered to, representing 46 per cent of total deployments. In the remaining 54 per cent of the cases, staff were added to the roster on an ad hoc basis and the time needed for them to obtain visas and be received by the country offices exceeded the seven days. Nonetheless, the roster was able to support the response to the level-III emergencies, as well as other emergencies.

(b) Increased availability and flexibility of extrabudgetary resources for humanitarian action through the appeal process

766. According to data available on the financial tracking system, global humanitarian funding, including funding of appeals, funding outside appeals, bilateral aid and all other reported humanitarian funding, increased by 25 per cent compared to the previous biennium, for a total of $18.1 billion as at December 2015. The number of Member States funding appeals in their own region increased to 24 (biennial target: 21), compared to 19 for the previous biennium. Despite the generous donor support, unprecedented humanitarian requirements during the biennium, including those resulting from four simultaneous level-III emergencies, increased the demand for funding. Consequently, coverage during the biennium was

the lowest registered in the last 10 years. Only 34 per cent of priority sectors (biennial target: 75 per cent) were funded up to at least 50 per cent.

(c) Timely and coordinated use of the Central Emergency Response Fund in countries with new and protracted emergencies

767. The Central Emergency Fund received $873 million in total funding (biennial target: $900 million). The deviation from the target can be explained by an unfavourable exchange rate that severely affected donations, particularly in 2015, as well as lack of end-of-year top-ups by key donors. Only 73 per cent of proposals under the rapid response window (biennial target: 95 per cent) were approved within three working days after their final submission. This was a result of several factors, including the introduction of a new grant management system and the high volume of grant requests processed during the biennium. The lengthier review and approval times experienced at the launch of the system were addressed through system modifications and adjustments in the working methods of the Fund's secretariat staff.

Subprogramme 3
Natural disaster reduction

(a) Increased capacity and commitment to implement the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters and to reduce disaster risk

768. Commitment to the implementation of the Hyogo Framework for Action 2005-2015 increased steadily. Eighty-nine countries (biennial target: 60) adopted development frameworks, policies and national programmes to implement disaster risk reduction strategies. Through the Hyogo Framework reporting, 60 per cent of countries noted the development of strategies and frameworks to tackle disaster risk reduction capacity issues during the current biennium. However, only 122 countries (biennial target: 140) reported progress in the implementation of the Hyogo Framework for Action. The reason for the low report submission rate may be that the year 2015 marked the end of the Hyogo Framework for Action and many countries were busy in the consultation process leading to the new post-2015 framework for disaster risk reduction. Substantial achievements in integrating disaster risk reduction with policies and plans related to environment and climate change adaptation have been reported in 52 per cent of the countries.

(b) Increased national capacities for post-disaster recovery planning at all levels

769. National governments produced 68 United Nations-supported post-disaster needs assessments (biennial target: 40), while 63 countries (biennial target: 40) incorporated disaster risk reduction activities into post-disaster recovery planning and operations. The capacities for post-disaster recovery planning were strengthened, with 68 countries reporting substantial progress in integrating disaster risk reduction in post-disaster recovery and rehabilitation processes. Countries reported specific measures to enhance the resilience of post-disaster recovery and rehabilitation processes. In most of the countries, responsibility for mitigation, preparedness, planning and recovery efforts was transferred to local governments, but in many instances, localities were already responsible for administering critical public services such as infrastructure, care for the elderly and other vulnerable

populations and health services, as well as communicating and coordinating with the public during emergencies.

(c) Increased level of investments for disaster risk reduction and recovery programmes and projects

770. Increasing and motivating risk-sensitive business investments continued to be a priority for the International Strategy for Disaster Reduction. A voluntary group of more than 120 large companies and small and medium-sized enterprises from 40 countries worked with the International Strategy for Disaster Reduction during the biennium towards making both short- and long-term investments across all industry sectors more risk-sensitive and resilient. As a result, 38 disaster risk reduction programmes and projects (biennial target: 35) were financed by Governments and the international community. To support the implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030, the International Strategy for Disaster Reduction has created the Private Sector Alliance for Risk Sensitive Investment. The Alliance will expand the number of private sector organizations involved in projects and initiatives related to disaster risk reduction.

Subprogramme 4
Emergency support services

(a) Prompt mobilization of international emergency response mechanisms to facilitate international humanitarian assistance to victims of disasters and emergencies

771. The United Nations Disaster Assessment and Coordination team carried out 23 disaster response missions during the biennium in addition to numerous activities aimed at enhancing national and regional preparedness. All emergency response missions of the team were deployed within 48 hours of request (biennial target: 48 hours), in accordance with the standard operating procedures.

(b) Enhanced capacity and preparedness of national and international emergency/disaster management networks and partnerships in order to respond to disasters and emergencies

772. Two new international operational partnerships and networks were formed to respond effectively to disasters and emergencies during the biennium, bringing the total number of partnerships to 16 (biennial target: 16). This achievement is a sign of synergy among response mechanisms and networks, including the United Nations Disaster Assessment and Coordination team, the International Search and Rescue Advisory Board, the Global Disaster Alert and Coordination System, the network of environmental emergency response providers and the civil-military coordination network. The United Nations Development Assessment and Coordination team also actively reached out to other response networks, including the Emergency Medical Teams initiative, with regard to training on operational response, as demonstrated in the response to the Ebola crisis in 2014. Forty disaster response simulation exercises were organized or supported through the Virtual On-Site Operations Coordination Centre.

Subprogramme 5
Humanitarian emergency information and advocacy

(a) Enhanced awareness of and regard for humanitarian principles and concerns

773. During the biennium, the Communications Services Branch of the Office for the Coordination of Humanitarian Affairs continued to enhance awareness and advocate for humanitarian principles and concerns. It accomplished this by increasing the number of media interviews of the Office's senior leadership to 355 (biennial target: 320). Queries received and responded to from media outlets concerning humanitarian principles and actions totalled 880 (biennial target: 800).

(b) Strengthened partnerships with members of the humanitarian community for information-sharing, coordination and standardization

774. During the biennium, the Office maintained 16 agreements on standardized information-sharing (biennial target: 16) endorsed by the Inter-Agency Standing Committee, in line with the previous biennium. Notably, though, the Office developed a new humanitarian data platform called the Humanitarian Data Exchange (data.hdx.rwlabs.org). The platform was piloted in two locations in 2014, Colombia and Eastern Africa, and was used to share data on the Ebola response. Over 90 organizations registered to share their data through the site. The Office also worked with partners to agree on a consensus data standard referred to as the humanitarian exchange language. An alpha version of the standard was released publicly at the end of 2014 and was used in the Ebola response to bring together data on health-care facilities. New products and services launched on the Humanitarian Data Exchange during the biennium included topics pages, an organizations section, a mobile site and the application programme interface.

Section 28
Public information

Highlights of programme results

The Department of Public Information continued to communicate the ideals and work of the United Nations to global audiences, making strategic use of traditional media, social media and digital media platforms in multiple languages. The Department played a leading role in the coordination of system-wide communications activities for the 2014 Climate Summit, the World Summit on Sustainable Development and the seventieth anniversary of the United Nations. During the biennium, the Department's social media accounts on Facebook, Twitter, Google+ and Weibo, among others, grew substantially to more than 20 million followers. Video views of the United Nations multilingual video-sharing platforms were triple the anticipated target, resulting in more than 30 million views, and radio downloads were nearly twice the target at 6.1 million. The newly revamped United Nations website attracted an average of 3.3 million monthly visitors, exceeding the target of 2.5 million. In addition, the number of partnerships with civil society and other entities to inform the public worldwide exceeded the target set for the biennium, reaching 3,269.

Challenges and lessons learned

As the Department continued to play a leading role in the coordination of system-wide social media activities, it has been taking steps to more efficiently manage the creation and dissemination of its content and acquire the necessary analytical tools to gain a deeper understanding of the outcomes of its social media activities. The rapidly evolving communications environment presents ongoing challenges to accurately measure reach, especially when content is shared across traditional, social and other digital platforms. Greater coordination among the Department and United Nations system-wide stakeholders has resulted in more cohesive campaigns. There is, however, a need to further improve alignment of key messaging, outreach events and campaigns to truly reflect this system-wide approach.

775. The above-cited results are based on the implementation of 97 per cent of 172 mandated, quantifiable outputs, compared to 77 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat increased from zero in 2012-2013 to one in 2014-2015.

776. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 28)).

Executive direction and management

(a) Programme of work is effectively managed

777. The Department submitted its proposed programme budgeting and programme performance reporting, as well as all its official documents, on or before the slotted deadlines. The Department delivered 97 per cent of its mandated quantifiable outputs (biennial target: 100 per cent) within established timelines. The Department also maintained its practice of providing regular training workshops and tutorials for subprogramme focal points on programme performance monitoring and reporting.

(b) Increased timeliness of submission of documentation

778. The Department submitted 100 per cent of its pre-session documents (biennial target: 100 per cent), including the reports of the Secretary-General and documents for the Committee on Information and the Special Political and Decolonization Committee, on or before the slotted deadlines, by maintaining agreed in-advance timelines with subprogramme focal points.

(c) A strengthened culture of communication and coordination in public information within the Secretariat and among United Nations system partners

779. The United Nations Communications Group, a system-wide network chaired by the Department, remains a central platform for strengthening communications. The Group held its annual meetings of principals in 2014 and 2015 in New York and Paris, respectively. Ninety per cent of surveyed participants (biennial target: 88 per

cent) agreed that the meetings were relevant and useful to their organizations' activities. The meetings provided a forum to exchange communication strategies on priority themes, including the Millennium Development Goals, the Sustainable Development Goals and climate change, among other key issues and trends. Participants commended the Group for providing practical knowledge-sharing and networking opportunities, which were beneficial to their organizations.

Subprogramme 1
Strategic communications services

(a) Improved quality of media coverage on the priorities decided upon by Member States

780. The extensive media outreach of the Strategic Communications Division included activities for the Climate Summit (23 September 2014, New York) and the "2015: Time for Global Action" campaign leading up to the Third International Conference on Financing for Development (13-16 July 2015, Addis Ababa), the World Summit on Sustainable Development (25-27 September 2015, New York) and the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (30 November-12 December 2015, Paris). A total of 4,198 media clippings were analysed for the Climate Summit and the World Summit on Sustainable Development, revealing that the Organization remains an effective driver of media coverage on key priority issues. United Nations communications messages were picked up by 54 per cent of media outlets covering these issues (biennial target: 55 per cent). The Division also continued to develop, expand and update more than a dozen electronic media lists to improve media outreach.

(b) Increased reach of the online components of communications campaigns on priority themes

781. Interest in United Nations activities on social media continued to show steady growth. The followers of the United Nations on mainstream platforms in English (i.e. Facebook, Twitter and Google+) now number more than 11 million (biennial target: 4 million). The use of these interactive platforms has broadened the reach of United Nations messages and contributed to the overall transparency and accountability of the Organization. For example, during the 2014 Climate Summit, the Department's social media accounts engaged with audiences in unprecedented numbers. On Twitter, #Climate2014 — a hashtag launched by the United Nations on 23 March 2014 to mark the six-month countdown to the Summit — reached more than 100 million accounts through almost 3 billion impressions from more than 300,000 tweets. In 2015, the Division fine-tuned the communications strategies for the conferences on financing for development, sustainable development and climate change, along with messaging and guidance that was shared with United Nations system partners.

(c) Improved understanding at the local level of work carried out by the United Nations

782. Briefing surveys conducted by the global network of 61 operating United Nations information centres showed that 89 per cent of participants had improved understanding of the United Nations (biennial target: 73 per cent). The information

centres' and peacekeeping websites continued to be an effective tool to disseminate information about the United Nations, with an average of 1.7 million monthly website visitors (biennial target: 1.6 million). In addition, the information centres produced and/or translated 9,300 information materials in 65 local languages (biennial target: 6,900). In particular, 2015 was a historic year of important United Nations events, which included the seventieth anniversary of the Organization, the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change and the World Summit on Sustainable Development. For the latter, the 17 Sustainable Development Goal icons were translated into 27 languages.

Subprogramme 2
News services

(a) Increased utilization by media organizations and other users of news, information and related multimedia products about the United Nations

783. The News and Media Division increased its reach to media organizations by establishing partnerships with 1,043 radio and television broadcast stations (biennial target: 800) in 158 countries and territories. While maintaining a strong emphasis on traditional media, the multilingual activities of the United Nations social media accounts were effective in reaching out to new audiences through Facebook, Twitter, Weibo and YouTube, with 9.1 million followers registered (biennial target: 4.8 million). Social media activity also contributed to 6.1 million Internet downloads of radio programmes (biennial target: 3.2 million), 86,000 Internet downloads of television programmes (biennial target: 90,000), 302,176 Internet downloads of high-resolution photographs (biennial target: 275,000) and increased traffic of 3.3 million average monthly visitors to the newly revamped www.un.org website (biennial target: 2.5 million). The Flickr account reached more than 22 million cumulative views (biennial target: 2 million), while the social media video accounts reached 30.8 million (biennial target: 8.4 million).

(b) Timely access by news organizations and other users to daily meeting-coverage press releases, television packages, photos and other information products

784. The Division produced and distributed 88 per cent of outputs on or before the deadlines (biennial target: 88 per cent). United Nations television live coverage and all news reports of meetings and events at Headquarters were distributed on the same day. Following the capital master plan, broadcasters' access to the United Nations television daily feeds improved, with many now accessing and sending daily video feeds directly to their studios without requesting the Department's Television Section for specific feeds. Press releases continued to be distributed or posted within two hours of the end of meetings. The launch of the new meetings coverage website facilitated easier access by Member States, news organizations and other users to daily meetings coverage and certain press conferences.

Subprogramme 3
Outreach and knowledge services

(a) Broader reach of United Nations information through various media and services and through expanded partnerships with other entities

785. The Outreach Division engaged new audiences by partnering with 3,269 United Nations entities and external organizations (biennial target: 3,200) and reaching 240 non-governmental organizations from developing countries (biennial target: 246). The United Nations Academic Impact and Model United Nations programmes continued to attract new partners, particularly from developing countries. The number of monthly visitors to the Division's websites declined to 221,974 (biennial target: 319,468) following the closure of one website, the Cyberschool Bus, that experienced multiple hacking incidents. Downloads and digital purchases of United Nations publications increased steadily and reached 3,274,942 (biennial target: 2,600,000).

(c) Enhanced knowledge services and access to information that support the work of staff and delegates

786. The redesign of the United Nations intranet made more information available to staff members immediately through the home page, thus contributing to the improvement of service to staff. The average number of monthly page views on iSeek and DeleGATE reached 1,022,890 (biennial target: 2,428,041). The target for page views was not met owing to the transition to a new platform, which reduced the overall number of pages. The integration of Unite Identity to log in to the United Nations intranet also reinforced the partnership with the Office of Information and Communications Technology and furthered the goal of opening access to more staff by improving accessibility to other duty stations. Knowledge services, including external and commercial electronic resources financed by the Dag Hammarskjöld Library, were used 290,469 times during the biennium (biennial target: 264,369). The library's consultative services were used 258,846 times (biennial target: 65,000), owing to addition of a new online functionality "Frequently Asked Questions" on its website.

Section 29A
Office of the Under-Secretary-General for Management

Highlights of programme results

The Office of the Under-Secretary-General for Management continued to provide leadership and oversight to ensure timely and client-focused service delivery and to enhance efficiency, transparency and informed decision-making. In advancing the Secretary-General's management reform initiatives, the Office provided strategic direction and guidance on Umoja, mobility, the ICT strategy and the framework for a global service delivery model. The Office also maintained a strong relationship with the oversight bodies; supported the work of the Management Committee and the Management Performance Board; coordinated the preparation of the senior managers' compacts; and acted as the focal point for enterprise risk management in the Secretariat. The

Office played a critical role in ensuring the timely and successful deployment throughout the Secretariat of Umoja, a critical component in advancing the management reform initiatives, by closely monitoring the readiness of multiple deployment sites and preparing senior management and staff members for the changes brought about by Umoja. The Office directly managed the timely and successful deployment of Umoja at Headquarters in New York. The renovation phase of the capital master plan was completed on time with the re-opening of the General Assembly building and conference buildings. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work of those bodies. The secretariat of the Committees received over 95 per cent satisfaction rate from Member States on the services provided. The Management Evaluation Unit facilitated management evaluation processes and decisions in 2,416 cases. The average processing time for the review of procurement cases by the Headquarters Committee on Contracts outperformed the target of 7.5 business days.

Challenges and lessons learned

The Office engages with a wide network of focal points to implement enterprise risk management, respond to oversight body recommendations and report on the Secretariat's performance through the biennial programme performance report. An ongoing challenge is to develop and maintain the necessary skills among these focal points, as their turnover rate is high. To address this challenge, the Office delivers in-person and online training courses in each of the three areas. The Office emphasizes to all programme managers in the Secretariat that when they accept high-risk recommendations from the oversight bodies, it is critically important to assign robust yet realistic target dates for implementation and to implement the recommendations according to the agreed time frame. One of the most effective mechanisms to reinforce this approach is the Management Committee's monitoring of implementation of high-risk main oversight recommendations. In Umoja deployment, lessons learned culminated in improved project governance, the creation of post-implementation review task forces, and training efforts to improve organizational readiness. Considerable challenges were overcome in the areas of data cleansing and user access mapping, leading to the significant achievement of over 31,000 staff in 400 sites globally using Umoja as the United Nations central administrative solution. On the capital master plan, one of the lessons learned was the need to have global guidelines for the management of construction projects. The global guidelines, reflecting inputs provided by the Board of Auditors, have been issued and will apply to all initiatives of this nature Secretariat-wide.

787. The above-cited results are based on the implementation of 94 per cent of 675 mandated, quantifiable outputs, compared to 100 per cent in the previous biennium.

No additional outputs were implemented at the initiative of the Secretariat during 2012-2013 and 2014-2015.

788. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 29A)).

Executive direction and management

(a) The programme of work is effectively managed

789. The Office of the Under-Secretary-General for Management carried out its management oversight role in order to meet scheduled milestones for management reform initiatives, such as Umoja, mobility, IPSAS and the capital master plan. The Office also presented to the General Assembly the Secretary-General's reports on long-term accommodation, the ICT strategy, accountability and others. For the successful and timely deployments of Umoja, the Office proactively monitored progress and provided direct support to key role players. In 2015, the Office proposed a framework for a new service delivery model for implementation across the global Secretariat to the General Assembly. The Office will conduct a detailed review in 2016 and revert to the Assembly at its seventy-first session with a business case for the implementation of a global service delivery model that is responsive to the needs of a modern and global Secretariat (fit for purpose). The Office administered the Secretary-General Awards, recognizing staff initiatives that promote innovation, efficiency and excellence in programmes and services delivery. During the unprecedented Ebola crisis of 2014, the Office coordinated the "duty of care", ensuring the availability of appropriate health care services and sustainable medical evacuation for all United Nations, humanitarian and related personnel serving the affected countries. Of a total of 551 survey respondents, 75 per cent (biennial target: 55 per cent) gave a positive assessment of the Department's client focus and 69 per cent (biennial target: 30 per cent) gave a positive assessment of the Department's timeliness.

(b) Enhanced policy coherence in the management of the activities of the United Nations

790. To facilitate communication and information-sharing among senior management and administrative officials at all duty stations, the Office conducted 29 meetings with the executive officers (biennial target: 21) and five managers' forums (biennial target: 19). Policy coherence in the management of the activities of the United Nations was enhanced through: (a) the United Nations system-wide cooperation in the High-level Committee on Management and the Chief Executives Board for Coordination; (b) the managers' forum and the meetings of all New York executive officers; (c) the provision of support to the Management Performance Board and the Management Committee; (d) the chief administrative officers' retreat with regional commissions and offices away from Headquarters; (e) ad hoc working groups for specific proposals (such as those concerning the global service delivery model and flexible workplace); and (f) ad hoc meetings on specific issues (such as the proposed budget outline for 2016-2017, senior managers' compacts, Umoja and mobility). The executive officers meetings improved communication and coordination within the Secretariat on administrative matters and focus on Umoja. The frequency of meetings was changed from monthly to weekly to ensure steady

progress towards readiness for the New York deployment of Umoja. As greater emphasis was placed on Umoja deployment during the biennium, the general managers' forum meetings took place less frequently.

Component 1
Management services

(a) Effective and efficient functioning of the Secretariat, in full compliance with legislative mandates and relevant rules and regulations

791. One hundred per cent of new and revised management policies, procedures and internal controls (biennial target: 100 per cent) fully complied with legislative mandates and enhanced the functioning of the Secretariat. Since 2010, the Board of Auditors has issued 57 main recommendations on the United Nations (see A/65/5 (Vol. I) to A/70/5 (Vol. I)) and 97 main recommendations on the peacekeeping operations (see A/65/5 (Vol. II) to A/69/5 (Vol. II)). As at 30 November 2015, the overall implementation rates, as confirmed by the Board, were as follows: 58 per cent (33) for recommendations on the United Nations and 78 per cent (76) for recommendations on the peacekeeping operations. In the case of the Office of Internal Oversight Services, during the same period, 289 reports were issued, which contained 769 critical recommendations. The overall implementation rate is 92 per cent (709). In the aggregate it can be observed that the overall number of high-risk recommendations under review decreased by a factor of almost four in 2014 in comparison to 2010, which might attest to a better managed organization.

(b) Strengthened accountability throughout the Secretariat

792. The programme performance report of the United Nations for the biennium 2012-2013 (A/69/144) was prepared on time and reviewed by the Committee on Programme and Coordination at its fifty-fourth session. The Office delivered 14 training sessions on results-based programme performance reporting to 227 programme managers, including practical guidance on how to assess progress towards expected accomplishments by using indicators of achievement and performance measures. One hundred per cent of senior managers' annual performance assessments for 2013 and 2014 (biennial target: 100 per cent) were completed and delivered on time. In May 2014, the Management Performance Board reviewed the performance assessment of each senior manager together with the programme performance report for 2012-2013. Following the assessment, the Chief of Staff wrote to each senior manager noting areas of strength and weakness and shared the results with the Secretary-General.

(c) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations

793. The Headquarters Committee on Contracts and the Headquarters Property Survey Board continued to review contract awards and cases of property disposal with efficiency, fairness, integrity and transparency and in compliance with relevant rules and regulations. The average time for processing procurement cases by the Committee reached 3.6 days (biennial target: 7.5). The Board reviewed and processed 614 cases (biennial target: 510) in a timely manner with no backlog. In addition, 47 training courses and six field assistance visits were conducted during

the biennium to strengthen the vetting capacity of members of the local committees on contracts.

Component 2
Enterprise resource planning project

(a) All business processes for management of resources and programme performance have built-in internal controls and are in full compliance with regulations, rules, policies and procedures

794. Umoja Foundation was successfully deployed in 14 special political missions, UNTSO, UNMOGIP and the Kuwait Joint Support Office (cluster 2) on 1 March 2014. One hundred per cent of business processes (biennial target: 100 per cent) were built and tested. The integration of Umoja Foundation and Extension piloted at MINUSTAH on 1 July 2014. By November 2014, the roll-out of the Umoja real estate functionality to all Secretariat entities was completed, and on 1 June 2015 the Umoja integration solution (Umoja Foundation and Extension 1) was deployed in ESCAP, the Office for the Coordination of Humanitarian Affairs, the United Nations Assistance to the Khmer Rouge Trials, UNEP, UN-Habitat and the United Nations Office at Nairobi. Subsequently, in November 2015, the Umoja integration solution was implemented throughout the Secretariat. By the end of the biennium, 65 per cent of business processes (biennial target: 100 per cent) had been designed and released for acceptance.

(b) Technological systems are fully in place

795. Umoja, together with the Office of Information and Communications Technology and the Information and Communications Technology Division of the Department of Field Support, implemented the technical infrastructure required to support Umoja and provide adequate response times to end users for transaction processing. The Office of Information and Communications Technology installed the Citrix farm and set up the multiprotocol label switching network supported by the Information and Communications Technology Division of the Department of Field Support, while Umoja installed and configured systems infrastructure. End users reported all incidents, including poor performance, through the iNeed ticketing system. The system performance testing results registered 100 per cent optimal performance for end users in high-bandwidth environments (biennial target: 100 per cent). No systemic issues with response times were reported in high-bandwidth environments.

Component 3
Management evaluation component of the administration of justice

(a) More timely decision-making by the Administration with respect to evaluation of contested decisions

796. The increase in the number of cases from 933 in 2013 to 1,540 in 2014 and periods of staffing shortfalls and vacancies in 2015 challenged the ability of the Management Evaluation Unit to maintain the level of timeliness in its responses. Seventy-five per cent of management evaluation requests (biennial target: 94 per cent) were responded to within the prescribed 30- and 45-day time limits.

(b) Improved accountability in management-related decisions

797. Despite the increased number of cases in 2014, the percentage of improper decisions within the various offices and departments of the Secretariat reached 8 per cent (biennial target: 12 per cent). The percentage reflects decisions rejected in a management evaluation process and those remedied through informal settlement. The Management Evaluation Unit has noted improvements in addressing systemic issues identified in past years after follow-up guidance and outreach efforts.

(c) Reduced litigation of cases in the United Nations Dispute Tribunal

798. By the end of the biennium, about 25 per cent of cases filed in 2014 and 2015 (biennial target: 41 per cent) had been challenged by staff members before the Dispute Tribunal. The percentage, which is below the baseline for the biennium, is particularly significant for 2014 given the considerably larger caseload. About 20 per cent of cases were resolved informally at the management evaluation stage, which contributed to limiting the number of cases proceeding to litigation.

Component 4
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

(a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings

799. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work and in a timely, orderly and procedurally correct manner. One hundred per cent of the final reports of the committees (biennial target: 100 per cent) were submitted by established deadlines. No complaints (biennial target: 0) were received from delegates on the conduct of meetings and the quality of services provided. Satisfaction rates obtained from the surveys of committee members were 97.4 per cent and 97.1 per cent for the sixty-eighth and sixty-ninth sessions of the Fifth Committee, respectively, and 95.3 per cent and 97.6 per cent for the fifty-fourth and fifty-fifth sessions of the Committee for Programme and Coordination. The negative comments received related to matters outside the control of the secretariat of the committees, such as late circulation of draft reports of the Committee for Programme and Coordination owing to late submission of language by delegations, late issuance of reports under consideration by the Fifth Committee and lack of multilingualism.

Section 29B
Office of Programme Planning, Budget and Accounts

Highlights of programme results

The first IPSAS-compliant financial statements for the Secretariat and peacekeeping operations were completed on time using Umoja and other legacy systems. The Office made progress on the sustainability of IPSAS compliance and the operationalization of the IPSAS benefits-realization plan. Assistance provided to clients by the Office on the application of financial policies received a 90 per cent satisfaction rating from staff members responding to the biennial client survey of the Department of Management. Improvements were made to the Secretary-General's proposed programme budget for 2016-2017 to allow programmes to prepare final versions of the budget fascicle and supplementary information in a single submission. The percentage of payments processed within 30 days of receipt of all appropriate documents remained at 90 per cent in line with the biennial target. Updated infrastructure and business continuity strategies enabled financial system availability to exceed the target of 99 per cent. The Office ensured its readiness for Umoja roll-out in November 2015 and succeeded in meeting the deadlines for payroll and troop payments in Umoja.

Challenges and lessons learned

The deployment of Umoja Foundation and cluster 4 across the Secretariat represented a major opportunity and challenge for the Office, which is responsible for more than 60 per cent of all Umoja processes. The concurrent implementation of Umoja and IPSAS and the phased deployment of Umoja multiplied the challenges faced by the Office in producing timely and IPSAS-compliant financial statements. To mitigate the risk of delays, the Office developed a transitional platform for the process of issuing the financial statements, deployed this action plan proactively in collaboration with the Board of Auditors and conducted training of counterparts in maintaining compliance with IPSAS requirements.

800. The above-cited results are based on the implementation of 95 per cent of 1,096 mandated, quantifiable outputs, compared to 99 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 20 in 2012-2013 to zero in 2014-2015.

801. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 29B)).

Executive direction and management

(a) Sound financial management and control in the Organization

802. Audit observations on financial matters referred, in general, to minor issues, indicating that effective internal financial controls were in place. For the biennium, there were no adverse audit observations (biennial target: 0) relating to financial management and control. The Office of the Controller continued to provide effective financial management by addressing audit recommendations issued by the oversight bodies, closely monitoring the exercise of delegations of financial authority and ensuring that qualified and experienced staff members were designated and that executing agency, host country and framework agreements entered into by the United Nations met financial standards for approval and were executed in accordance with Financial Regulations and Rules of the United Nations. The Office provided timely advice and assistance to client departments and offices on the implementation of the financial regulations and rules.

(b) The programme of work of the Office of Programme Planning, Budget and Accounts is effectively managed and supported by staff and financial resources

803. All requests for clearance of donor, executing agency, host country and framework agreements that were submitted to the Office of the Controller for review and approval were processed, cleared and/or signed by the Controller within five business days from the day of receipt (biennial target: 7.5), provided that the requests were complete, accurate and in compliance with the regulatory framework of the Organization and did not require additional reworking with the requesting office/department. Exigency requests were in some cases concluded within the day of submission itself.

(c) Improved financial policies

804. The Office of the Controller continued to improve its services to Secretariat offices, offices away from Headquarters and peacekeeping missions on financial matters. The Office has revised the financial policies, including delegation of authority for the new travel management module in Umoja and trust fund management. The financial statements prepared in accordance with IPSAS for peacekeeping operations were finalized on schedule. Assistance provided to clients by the Office on the application of financial policies received a 90 per cent satisfaction rating from staff members responding to the biennial client survey of the Department of Management (biennial target: 90 per cent).

Component 1
Programme planning and budgeting

(a) Increased contribution to the decision-making process by Member States on issues relating to the biennial programme plan, the programme budget and the budgets of the international criminal tribunals

805. The Programme Planning and Budget Division submitted 94.3 per cent of its documents (biennial target: 100 per cent) and 100 per cent of supplementary information (biennial target: 100 per cent) by the documentation deadlines. Despite the improved performance, a small number of reports (9 out of 158) were concluded after the prescribed deadline owing to events that were beyond the control of the

Division. Survey results were not available to measure the satisfaction rate of Member States with the quality of budgetary documents and of the supplementary information provided. The Division obtained survey findings on the satisfaction rate of Member States with the quality, including standardization, of the biennial programme plan. Of the seven Member States responding, 100 per cent (biennial target: 100 per cent) expressed their satisfaction.

(b) Better management of regular budget, extrabudgetary resources and criminal tribunal resources

806. The Division made some changes to the preparation of the proposed programme budget for 2016-2017. Instead of reviewing and consolidating the information submitted by clients through a number of forms, the Division had departments submit final versions of the budget fascicle and supplementary information. This change had a positive impact on the budget formulation and allowed the Division to dedicate more time to the review and analysis of the budget. Departments welcomed the initiative, as it increased their ownership of the documents. Sixty-five clients participated in the 2014-2015 client satisfaction survey, compared to 33 and 11 in the previous two bienniums. Seventy per cent of survey respondents (biennial target: 100 per cent) expressed satisfaction with the services provided by the Division, despite additional challenges related to the implementation of Umoja.

Component 2
Financial services relating to peacekeeping operations

(a) Improved reporting to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly and police- and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

807. Ninety-five per cent (biennial target: 97 per cent) of all reports for the sixty-eighth, sixty-ninth and seventieth sessions of the General Assembly were submitted by the documentation deadlines. Four of 87 reports were submitted after the target date owing to the necessity of extensive consultations.

(b) Increased efficiency and effectiveness of peacekeeping operations

808. At the end of the biennium, liabilities for troop and formed police costs were less than three months (biennial target: 3 months) for 13 out of 14 active peacekeeping operations for which troop/formed police cost reimbursements are made. Troop/formed police costs were paid up to July 2014 for one mission (MINURSO). The timeliness of payments to troops depends on the cash position of the special accounts for peacekeeping operations, which in turn depends on receipt of assessed contributions from Member States. No dedicated client survey was conducted for the Peacekeeping Financing Division. In the Department of Management client satisfaction survey, 82 per cent of clients (biennial target: 90 per cent) expressed satisfaction with the services provided by the Division.

Component 3
Accounting, contributions and financial reporting

(a) Improved integrity of financial data

809. An unqualified audit opinion was received regarding the 2012-2013 and 2014 financial statements of the United Nations; this was the first set of IPSAS-compliant financial statements for the United Nations. The interim audit conducted with respect to the year 2015 contained no more than two adverse audit findings (biennial target: 2), which are being addressed.

(b) Timely and accurate financial transactions

810. Owing to the deployment of Umoja, the emphasis moved from the monthly reconciliation of bank accounts to daily clearing of open items, thus new baselines had to be established for the percentage of transactions processed. The Accounts Division reconciled 100 per cent of Headquarters bank accounts within 30 days of month's end (biennial target: 100 per cent) based on the sampling statistics for the month of October 2014. The Division has no database that calculates the time taken to reconcile each bank account each month; and therefore it uses data for one month that are considered to be representative of the data for the biennium.

(c) Insurance policies that have increased benefits for the Organization

811. The terms and conditions of four insurance policies (biennial target: 2) were improved, thus increasing benefits for the Organization. Robust efforts to increase outreach to new insurance markets resulted in additional vendors coming on board the property insurance in 2014.

(d) Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions

812. Ninety-five per cent of monthly reports (biennial target: 95 per cent) were issued on a timely basis, with end-of-fiscal-year reports finalized in conjunction with the closing of accounts. One hundred per cent of pre-session documentation (biennial target: 100 per cent) related to the scale of assessments and financing of peacekeeping was submitted in full compliance with documentation deadlines.

Component 4
Treasury services

(a) Continued prudent stewardship of funds in line with the investment strategy through (i) safeguarding principal of investments; (ii) ensuring adequate liquidity; and (iii) investment return

813. The percentage rate of return of 0.66 per cent (biennial target: 0.25 per cent) exceeded the benchmark of 0.3 per cent in the United States dollar investment pool while meeting the liquidity requirements of all clients, thus outperforming the market while observing United Nations Treasury policies. The biennial target is set in advance, whereas the benchmark and actual rates of return depend on market conditions and interest rate policy in the United States during the biennium.

(b) Improved efficiency, timeliness and security of the electronic payment system

814. Under Umoja, cross-border United States dollar payments have been consolidated into a single bank account to achieve economies of scale. Payments through Umoja were implemented for the special political missions in March 2014, for the Office for the Coordination of Humanitarian Affairs, the United Nations Office at Nairobi, UNEP, UN-Habitat and ESCAP in June 2015 and for United Nations Headquarters, the United Nations Office at Geneva, the United Nations Office at Vienna and four regional commissions in November 2015. The number of bank accounts used by the Organization has decreased under the house bank structure of Umoja. The Office maintained its record of zero cash loss incidents.

Component 5
Financial Information Operations Service

(a) All critical Office of Programme Planning, Budget and Accounts systems are fully supported

815. The Financial Information Operations Service achieved an increase in system availability to 99.4 per cent (biennial target: 99 per cent) thanks to the implementation of infrastructure and business continuity strategies. In addition, owing to the implementation of Umoja and the commitment of the Office of Programme Planning, Budget and Accounts to the project, the Service had approximately 30 per cent of all staff directly assigned to the Umoja team, while continuing to support all existing processes and systems support of Headquarters operations.

Section 29C
Office of Human Resources Management

Highlights of programme results

The Office of Human Resources Management continued to carry out human resources management reforms as approved in prior General Assembly resolutions. New policies were issued related to continuing and fixed-term appointments to improve consistency in staff contract administration throughout the Secretariat. A computer-based Global General Service Test was introduced for General Service category job applicants. In connection with the launch of Umoja clusters 3 and 4 on 1 June and 9 November 2015, respectively, the Office contributed to creation of the operating module and workforce planning at Headquarters, ramp-down activities of the Integrated Management Information System and the launch, ramp-up and stabilization of Umoja as part of the Umoja deployment team. The Office implemented a new learning and career support strategy and developed new learning and career support products, including an online pre-retirement programme; individualized career counselling to staff in all duty stations; a global induction platform for new staff; and duty station guides and relocation resources. The Office continued to implement health promotion programmes, taking into account staff working environment, job demands and personal health status. Following the General Assembly's approval of the mobility and career development framework, the Office established a mobility and career development implementation team and, in consultation with stakeholders, developed a new staff selection and managed mobility system.

Challenges and lessons learned

In the area of recruitment testing, appropriate information technology infrastructure is necessary to move from paper-based to digital testing and assessments. Various digital testing technologies have been piloted to determine the most cost-effective solution for the United Nations environment. Roll-out of the computer-based Global General Service Test to offices away from Headquarters was slowed down by specific features of information technology infrastructure at different United Nations offices. To address this, a more effective hosting solution was selected for the Internet-based testing platform. Gaps were identified in medical emergency response and solutions were proposed to the interdepartmental working group on support to survivors and affected families. The stabilization period for Umoja will be longer than expected, owing to the system's scale and complexity, involving a number of offices and departments.

816. The above-cited results are based on the implementation of 92 per cent of 300 mandated, quantifiable outputs, compared to 97 per cent in the previous biennium. No additional outputs were implemented at the initiative of the Secretariat during 2012-2013 and 2014-2015.

817. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 29C)).

Executive direction and management

(a) Improved human resources management, taking into account the Organization's needs and those of staff, to enable it to meet the mandates of Member States

818. The Office made 74 improvements (biennial target: 14) to the human resources management policies, as codified in Secretary-General's bulletins, administrative instructions and information circulars.

(b) Programme of work is effectively managed

819. The Office delivered 92 per cent of its mandated quantifiable outputs (biennial target: 90 per cent) within established deadlines. In terms of document submission, 80 per cent, or 12 out of 15 reports that were due, were submitted on time. The Office will review internal approval procedures to ensure that sufficient contingencies are built in to the process to ensure future targets are met. One hundred per cent of resources allocated to the Office (biennial target: 100 per cent) were effectively managed to ensure the delivery of the expected results.

Component 1
Policy

(a) *Improved and modernized human resources policies, including harmonized policies across the United Nations common system, are formulated*

820. The Policy and Conditions of Service Section developed or revised 87 administrative issuances and information circulars (biennial target: 19). Policies relating to the new staff selection and managed mobility system, the global central review body and the senior review board were formulated. A new policy was also developed for accessibility for staff members with disabilities. Improved and modernized policies have been revised in the areas of personal status for the purposes of United Nations entitlements, maternity leave, daily subsistence allowance, sabbatical leave, home leave, shipment of personal effects, the Staff-Management Committee, internships, delegation of authority and education grant. Staff Regulations and Staff Rules were revised, in consultation with the funds and programmes of the United Nations system, to reflect policy changes to staff assessment, prohibited conduct, travel, special leave, administrative leave and reinstatement. The Section also harmonized policies among United Nations common system organizations relating to arrangements for staff in the Ebola-affected countries.

(b) *Improved processing of appeals and disciplinary cases*

821. During the reporting period, 100 per cent of respondents' replies (biennial target: 100 per cent) were filed within the time limits established by the United Nations Dispute Tribunal. On disciplinary cases, action was initiated within 90 days except for one case owing to the complexity of the matter.

Component 2
Strategic planning and staffing

(a) *Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff*

822. The ratio of female staff subject to the system of desirable ranges to total staff of the same type rose from 44.4 per cent in 2013 to 45.3 per cent in 2015, which is a 2 per cent increase (biennial target: 2 per cent). The number of applications received from unrepresented and underrepresented countries as a result of outreach activities of the Office reached 11,189 (biennial target: 200). The number is based on the mandatory declaration in the application form describing how the candidate found out about the job opening. An average of 81.2 per cent of successful candidates from unrepresented and underrepresented Member States from 2011 and 2012 completed young professionals programme cycles (biennial target: 90 per cent) were placed in P-1 and P-2 positions in the Secretariat. The average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised was 190 (biennial target: 180). The higher number of days is attributed to the transition from the Administrative Support Assessment Test to the Global General Service Test, which is offered only to long-listed candidates for General Service positions instead of on a walk-in basis.

(b) Availability of reports to the Security Council, the General Assembly and other intergovernmental bodies to enable fully informed decisions

823. The Strategic Planning and Staffing Division made 100 per cent of all dynamic online reports on human resources information (biennial target: 100 per cent) available to Member States through the "HR Insight" portal.

(c) Increased efficiency and effectiveness of operations

824. The human resources management scorecard was made available to 100 per cent of departments and offices (biennial target: 100 per cent), with strategic targets.

(d) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions

825. No voluntary mobility movements were recorded during the biennium owing to the adoption of the Secretary-General's proposal on mandatory mobility in March 2014. The new managed mobility programme takes into account lessons learned from previous mobility initiatives, including the managed reassignment programme and the Voluntary Initiative for Network Exchanges I and II.

Component 3
Learning, development and human resources services

(a) Improved ability of current staff to implement mandates

826. The Learning, Development and Human Resources Services Division initiated a new learning and career support strategy during the biennium, aimed at improving and increasing access to learning and career support offerings and enhancing coordination among learning offices. The Division revised existing learning programmes and created new online courses on information technology, languages, conflict resolution, procurement and management/leadership. The Division also contributed heavily to the successful launch of Umoja, including technical development of the system, comprehensive data cleansing, creation of training materials and training delivery. During the biennium, 58,030 staff members (biennial target: 59,460) took advantage of training and learning opportunities. The target was not reached owing to the unavailability of staff as a result of the implementation of Umoja (clusters 3 and 4). Eighty-nine per cent of staff (biennial target: 60 per cent) benefited from the minimum target of five days' training per year. The human resources services and human resources staff from the executive offices established a joint team under the Umoja Headquarters Deployment Group and conducted a number of Umoja ramp-up activities, including comprehensive data cleansing/data validation exercises, cross training, creation of functional distribution and workflows and participation in the Umoja Support Centre. The Inspira offer management module was launched at Headquarters in March 2014 to streamline the recruitment and onboarding procedures. As at 30 June 2015, there were 3,118 staff members with continuing appointments.

(b) Improved career development and staff support

827. The career development and staff support programmes were administered by the Office of Human Resources Management in New York and provided to 2,864 staff members (biennial target: 4,500). In line with the new strategy, in-person

career counselling sessions were transitioned to online sessions provided via Skype, and counselling workshops were replaced by an online career workbook that could be used by individual staff members on their own, or in preparation for a Skype counselling session. With the new tools, staff members from duty stations without a physical career resource centre are now able to access services which had previously been unavailable to them. The Division developed new products, including a new mobility framework; an online pre-retirement programme; individualized career counselling, including through Skype, to staff in all duty stations; a global induction platform for new staff; and duty station guides and other relocation resources. According to survey findings, 88 per cent of staff members (biennial target: 88 per cent) recognized the positive contribution of career development and staff support programmes, while 87 per cent (biennial target: 75 per cent) expressed satisfaction with the quality of training interaction provided by the Division.

(c) Improved implementation of staff emergency preparedness plans and training programmes by departments/offices

828. A range of Human Resources emergency planning and response tools have been developed and are being rolled out to all duty stations through a combination of onsite and virtual briefing and training sessions for staff and managers. A flagship programme entitled "Soft skills in crisis management" is being rolled out globally to all human resources, security and administrative personnel. A total of 511 staff members (biennial target: 250) were trained and certified as family focal points and call centre volunteers during the reporting period. In their volunteer roles these staff members have contributed to the individual duty stations' capacity to respond to emergency events and build staff emergency preparedness.

Component 4
Medical services

(a) Access for staff to adequate health-care services worldwide, including rapid and effective medical response to workplace accidents and illness

829. The Medical Services Division provided Headquarters staff with a total of 51,313 clinical services, including 2,319 medical examinations, 502 medical consultations by physicians and medical consultants, 30,255 consultations by nurses, 12,564 immunizations, 1,569 electrocardiograms, 2,656 laboratory tests, 92 vision tests and 740 medical kits. Ninety-five per cent of survey respondents expressed satisfaction with health services provided by the walk-in clinics at Headquarters (biennial target: 95 per cent). The Division took an average of five days (biennial target: 5) to respond to requests for medical clearance and one day (biennial target: 1) to respond to requests for medical evacuation. Technical reviews of mass casualty incident plans were conducted in six duty stations (biennial target: 12). The lower number was primarily due to an extended (10-week) on-site response to Ebola virus in Sierra Leone by the responsible medical officer and a shift away from individual visits to collective instruction on mass casualty incident plan development. The Division facilitated access of staff members to adequate health-care services worldwide, including strengthening response to the Ebola outbreak through support of the surge capacity in Guinea, Sierra Leone, Liberia and Mali.

(b) Increased awareness of staff regarding personal health and disease prevention

830. The Division organized its health promotion programmes including the AIDS, Breast Cancer and Diabetes Walks, the "UN Cares" HIV/AIDS training sessions in the workplace, HIV counselling in person and via the hotline, the blood drive campaign, an occupational health awareness briefing for new staff and the smoking cessation initiative, some of them in collaboration with the health authorities of New York City. A total of 21,304 staff members (biennial target: 28,500) participated in these activities. Owing to the Ebola emergency in West Africa, the Division was not able to hold a general health fair during the biennium, which would have generated higher numbers; more time was devoted instead to travel preparation and individual risk minimization.

(c) Improved management, support and monitoring of United Nations health-care services worldwide

831. For the first time, the Division surveyed 80 medical staff members about the advice and support provided and registered and 87.27 per cent satisfaction rate. Among some of the health-care activities conducted in field offices worldwide were the "Integrated medical services in the field" meeting in Brindisi, Italy, for United Nations dispensary physicians and peacekeeping chief medical officers; a needs analysis to assess the development needs of health-care staff in the United Nations clinics in Sierra Leone, Nigeria, Uganda and Ghana; 17 webinars for all United Nations system medical staff, on topics including preventive and travel medicine, occupational health management, mental health and the Ebola outbreak; one training session on occupational medicine for physicians and nurses; pilot studies to develop tele-health capabilities for high-risk field duty stations; and an online Ebola virus disease training course for all duty stations.

Component 5
Human resources information systems

(a) Improved implementation of human resources information technology systems, data warehousing and reporting tools

832. The Human Resources Information Systems Section implemented enhancements and new functionality in Inspira to support the talent management programme, and system improvements in the data warehouse to enhance the online human resources management scorecard. As tracked in iNeed, the Section responded to requests for human resources information systems support in 15 hours on average (biennial target: 24). New standard operating procedures and internal reporting processes were implemented to improve consistency and timeliness of service delivery. The Section implemented 100 per cent of all Inspira modules and enhanced operational and management reporting (biennial target: 100 per cent).

Section 29D
Office of Central Support Services

Highlights of programme results

The Office of Central Support Services continued to provide services with enhanced quality and timeliness. In the area of procurement, vendor databases were cleaned and consolidated in support of Umoja roll-out; a pilot for e-tendering was launched, enabling more efficient vendor participation; adverse audit recommendations were reduced in number; and the participation of vendors from developing countries and countries with economies in transition increased, demonstrating improved international competition. Within facilities management, the quality and timeliness of the provision of services was improved; the reopening of the General Assembly building was successfully supported; the renovated Headquarters complex was maintained in a more efficient manner following the capital master plan; the strategic capital review for capital maintenance planning at overseas facilities was advanced; and property management policies, processes and roles to incorporate IPSAS were reviewed. Within commercial services, cost savings on travel of an estimated 21 per cent were achieved; and capacity for digital records management was enhanced. Finally, in the area of business continuity, the Office strengthened the resilience of the Headquarters by protecting the Secretariat building from avoidable damage and by rehearsing emergency management measures with the members of the two governing bodies (Senior Emergency Policy Team and Crisis Operations Group).

Challenges and lessons learned

Challenges in procurement include weaknesses in acquisition strategies among the peacekeeping missions, owing to a higher turnover of field staff. The Procurement Division continued to strengthen stakeholders' engagement and timely input of requirements by defining procedures and policies for joint acquisition plans and strategies, and continued to provide training. For facilities management, challenges include ensuring adequate resources following the capital master plan handover, and placing the Property Management Unit onto a sustainable footing. Reprioritization of tasks and redeployment of resources are necessary. For records management, Unite Docs was deployed at Headquarters level only; the Office of Information and Communications Technology has to address its deployment to offices away from Headquarters. Challenges arose from the deployment schedule for the enterprise system for digital records management; the Archives and Records Management Section will be a member of a working group led by the Office of Information and Communications Technology to harmonize delivery information management solutions.

833. The above-cited results are based on the implementation of 100 per cent of 12 mandated, quantifiable outputs. No additional outputs were implemented at the initiative of the Secretariat during 2012-2013 and 2014-2015.

834. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 29D)).

Executive direction and management

(a) Programme of work is effectively managed

835. The Office of Central Support Services effectively achieved its goals in ensuring efficient and effective support for substantive programmes in the areas of procurement, facilities management, archives, mail operations, records management and the management of commercial activities. In survey results, 91 per cent of clients (biennial target: 85 per cent) indicated that services had been provided in a timely manner.

(b) Increased timeliness of submission of documentation

836. During the biennium, 87.5 per cent of pre-session documents (biennial target: 83 per cent) were submitted in accordance with the required deadline.

Subprogramme 4
Support services

Component 1
Facilities and commercial services

(a) Enhanced quality and timeliness of facilities and broadcasting services

837. Seventy-four per cent of all facility management work orders (biennial target: 70 per cent) were addressed within established turnaround timelines. The renovation and refurbishment of the Headquarters complex in New York was successfully concluded with the dissolution of the Office of the Capital Master Plan in July 2015 and the transfer of responsibilities to the Office of Central Support Services in the Department of Management. The Facilities Management Service coordinated closely with the Office of the Capital Master Plan to ensure a smooth transition. After the capital master plan renovations, services and high-level meetings resumed, including a disruption-free opening of the general debate.

(b) Improved management of overseas facilities

838. By the end of the biennium, 71 per cent (biennial target: 85 per cent) of duty stations had submitted standardized capital maintenance programmes. Whereas the target was for six of the seven offices to be fully compliant, only five were. The strategic capital review is ongoing; an updated programme of near-term capital projects at ECA, the United Nations Office at Nairobi, ECLAC and ESCAP was included in the Secretary-General's progress report of 22 January 2016 (A/70/697). Standardized guidelines for the management of construction projects were completed and issued to all offices, and will be used in the implementation of large-scale capital projects going forward. Reviews of capital programmes at offices away

from Headquarters under section 33 of the Secretary-General's proposal for the 2016-2017 programme budget were successfully completed.

(c) Operation of a property management system that is fully IPSAS-compliant

839. In close coordination with all stakeholders across the Organization, the Facilities Management Service reviewed the current property management policies, processes and roles to incorporate the new financial requirements as part of IPSAS. A new administrative instruction on property management (ST/AI/2015/4), guidelines on the implementation of changes to the current property management framework and a revised delegation of property management authority document were issued. The property management framework, which defines policy, processes and the tools for the management and control of property across the Organization, was revised to address IPSAS requirements. The framework is therefore fully compliant with the new financial and reporting requirements and is in line with the Umoja integration solution adopted by the Organization.

(d) Savings achieved in travel costs for the Organization

840. The Travel and Transportation Section provided cost-effective travel services through negotiation with 45 airline carriers at estimated savings of 21 per cent (biennial target: 29 per cent). The target for airfare savings was not achieved owing to the new travel policy (ST/AI/2013/3), which provided for more economy-class travel and less in business class, resulting in lower discounts from stated fares. Key achievements included the issuance of new machine-readable United Nations and family certificates; development of an electronic interface that enabled recording of electronic United Nations laissez-passers as part of a staff member's personnel profile in Umoja; enhanced electronic booking system for the Headquarters vehicle fleet to ensure maximum efficiency and compliance with host-country traffic laws for road safety; implementation of a new contract for the provision of maintenance/repair services and fuel; instalment of the vehicle electronic monitoring system; and establishment of procedures and operations for centrally managed warehouses.

(e) Improved efficiency and accountability through long-term management of and accessibility to authentic digital business records, archives and information

841. The Archives and Records Management Section focused on building capacity for digital records management and delivered 651 instances of services and support to 103 work units and offices across all departments and offices away from Headquarters. Twelve offices (biennial target: 20) implemented an increased proportion of information systems that met digital record-keeping standards. The deployment schedule for the enterprise application for recordkeeping, Unite Docs, did not enable the Office to achieve this target during the biennium; however, the Section provided services to units in 18 other offices to effect incremental improvements in electronic recordkeeping prior to Unite Docs deployment. Other accomplishments of the Section included training more than 500 staff; cataloguing 650 linear feet of archives; digitizing 110,000 pages of archives of Secretaries-General U Thant and Kurt Waldheim and the San Francisco Conference, among others; and launching its public archives portal (http://search.archives.un.org/).

(f) Enhanced timeliness and reliability of mail and pouch services

842. The Special Services Section achieved a 90 per cent rate of on-schedule delivery of pouch services (biennial target: 90 per cent). The Section continued to keep abreast of evolving technologies and merged an electronic intelligent mail delivery system with the barcode and tracking system. This enhanced the security infrastructure, provided direct connection to websites of contracted shippers, and enabled clients to receive automatic email alerts when mail is available and obtain mail 24 hours a day, seven days a week. Test letters and packages were periodically injected into the mail and pouch shipments to monitor the timeliness and reliability of services. The Section upgraded the mail shipping and tracking system in December 2015, enabling it to be a more user-friendly tool.

Component 2
Procurement services

(a) Procurement services that fully meet the requirements of acquisition plans

843. In a survey of requisitioners, 322 of the respondents rated the procurement services as "excellent", "very satisfactory" or "satisfactory", representing a 99.1 per cent client satisfaction rate (biennial target: 98.5 per cent). The Division achieved an average procurement case processing time of 9.3 weeks (biennial target: 22 weeks). In addition, through effective debriefing of unsuccessful suppliers (117 sessions held in 2014-2015), the Division limited the number of vendor complaints to the Awards Review Board to eight cases (biennial target: 9).

(b) Enhanced level of international competition

844. Thanks to a collaborative exercise involving staff from various United Nations offices and locations under the guidance of the Procurement Division, the number of vendors from different regions of the world eligible to be invited for tendering increased from 10,040 to 13,651 (biennial target: 6,800 vendors).

(c) Improved compliance with procurement policies, procedures and best practices

845. Twenty-three adverse findings (biennial target: 90) were issued in the area of procurement by the Board of Auditors and the Office of Internal Oversight Services. The improvement was a result of strengthened internal controls, compliance reviews and the timely implementation of oversight recommendations.

(d) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement

846. The total number of vendors from developing countries and countries with economies in transition participating in the United Nations procurement process increased from 1,267 in 2012-2013 to 1,938 in 2014-2015 (biennial target: 770 vendors). This achievement can be attributed to the successful conduct of business seminars in those countries, as well as ongoing efforts of the Procurement Division to simplify the registration process for interested vendors and provide hands-on assistance with vendor registration at the Regional Procurement Office.

Component 3
Business continuity

(a) Enhanced capacity to respond to disruptions and crisis events

847. In accordance with the operational risk management framework, the Secretariat adopted a proactive posture to prepare for and respond to disruptions. Under this approach the core team of the Crisis Operations Group continually scanned for emerging risks. The Group convened within four hours of a disruption or a crisis event, either remotely or in-person, 100 per cent of the time (biennial target: 100 per cent). The Group ensured that preventive measures to protect the Secretariat building from avoidable damage were undertaken in a timely manner. The corporate business continuity plan was reviewed and updated. This process required all departments and offices to review their critical business processes and ensure their continuity. During the reporting period, 100 per cent of Secretariat critical processes (biennial target: 100 per cent) were recovered immediately, including within 24 hours after a disruption.

Section 29E
Office of Information and Communications Technology

Highlights of programme results

The information and communications technology strategy (A/69/517) was endorsed by the General Assembly in all its elements (see resolution 69/262). The Office of Information and Communications Technology established the enterprise project management office to ensure successful implementation and reporting of information technology projects, as well as enterprise application centres in New York, Vienna, and Bangkok to reduce the fragmentation of application development. The Office launched Unite Apps, a global application portfolio repository, and the Unite Web platform for publishing websites in the six official languages, and established application interfaces for remaining legacy applications. Information security was strengthened by improving existing capabilities to preserve and protect ICT resources and data from Internet-borne threats. A mandatory online information security awareness course was made available to all Secretariat users and generated 15,000 certifications. Security reviews of 27 applications, including large-scale systems such as Umoja and Unite Docs, were completed, and application owners were provided with priority-based recommendations to minimize associated risks. The Office continued to support operation of the Umoja application. Improvements were made to application management, networks and infrastructure and global engineering and conferencing. The enterprise service desk and global monitoring were established; and business intelligence and analytics were inaugurated.

Challenges and lessons learned

During the biennium, the Office faced the following challenges: decentralized procurement of ICT contracts; fragmentation; change fatigue; lack of security awareness; and lack of visibility of ICT assets. To overcome these challenges, the Office started implementing global sourcing, improving service delivery, strengthening governance and monitoring tools, increasing stakeholder engagement, monitoring completion of mandatory information security courses, increasing security threat communications and implementing asset monitoring. The Office established regional technology enterprise centres, network monitoring centres, application centres and enterprise data centres in order to streamline and harmonize ICT services. The enterprise applications support centres developed an applications management strategy in line with the revised ICT strategy.

848. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 29E)).

Executive direction and management

(a) Programme of work is effectively managed

849. During the biennium, 78 per cent of outputs and services (biennial target: 78 per cent) were delivered within established timelines. The Enterprise Project Management Office monitored the status of all projects on a fortnightly basis to facilitate timely delivery and identify risks and issues that required escalations and mitigation.

(b) Increased timeliness of submission of documentation

850. A tracking system was adopted to facilitate distribution of tasks and ensure timely completion of assignments. The process resulted in a 100 per cent rate of timely submission of legislative pre-session and session documentation and supplementary information for the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee.

(c) Enhanced policy coherence in the management of the information and communications technology activities of the United Nations

851. The Office carried out 15 global activities (biennial target: 15) in collaboration with offices away from Headquarters and regional commissions. In total, 10 global projects were completed in the areas of application rationalization, website consolidation or unified communications.

Subprogramme 5
Information and communications technology strategic management and coordination

(a) Improved knowledge management, resource management and infrastructure management

852. The total number of common applications developed during the biennium reached 39 (biennial target: 39). The Office implemented Unite Connections for collaboration in the Secretariat and Unite Docs for content storage and management. Thirty-five high-level business cases (biennial target: 31) complied with governance processes. The Office implemented an enterprise architecture road map to ensure a coherent approach to management of ICT resources. Twelve systems (biennial target: 15) were consolidated in enterprise data centres. The full consolidation of applications and systems did not take place during the period 2014-2015 since it relies on internal agreements for the establishment of a centralized hosting model and on the successful harmonization of applications across duty stations. Consequently, the application Unite Docs migrated to the Enterprise Data Centre in Valencia, Spain in January 2016 and Unite Connections is scheduled to do so in July 2016. The IBM Sametime application will be decommissioned.

(b) Use of ICT resources optimized according to common standards

853. In collaboration with counterparts across the Secretariat, the Office developed a body of global ICT policies in order to achieve coherence with the ICT strategy approved by the General Assembly in December 2014 (see A/69/517 and A/70/364). The policy development efforts were aimed at streamlining and standardizing management of organizational ICT resources, and improving their coordinated usage and operation across departments and duty stations. During the biennium, 168 standards and guidelines (biennial target: 150) were implemented.

(c) Improved coordination, collaboration and coherence within the United Nations system in all matters related to ICT

854. The Office actively contributed to the ICT network and its special interest group on information security; it co-authored a white paper on "Cloud Computing Risks" and a proposal for a United Nations system-wide information security incident response team. The Office was involved in three system-wide harmonization efforts (biennial target: 3). The Office initiated a comprehensive assessment of contracts and vendors in network infrastructure, licenses, voice and data and ICT services throughout the Secretariat in order to identify areas for consolidation, gaining leverage with vendors and cost savings.

Subprogramme 6
Information and communications technology operations

(a) Improved capability of the Organization in the management of its activities

855. By the end of the biennium, the Office had fully automated a total of eight substantive services (biennial target: 8), two of which were automated during the biennium and related to fuel management and rations management for the field missions. The Headquarters service desk reviewed and streamlined 29 per cent of its operations (biennial target: 29 per cent). The Office established specific key

performance indicators for a number of services, to be reflected in service-level agreements with client departments and applied to other enterprise service desk locations in Geneva, Nairobi and Bangkok. By the end of the biennium, 100 per cent of ICT services (biennial target: 100 per cent) met agreed upon service levels.

(b) Enhanced alignment of standardized service and project delivery processes with best practices

856. The Office continued working on the design and documentation of new and existing services, growing the service catalogue to more than 50 services (biennial target: 41), and establishing related workflows and procedures for service delivery. Service desks at Headquarters were made fully compliant with ICT infrastructure library processes related to requests for service and incident management.

Section 29F
Administration, Geneva

Highlights of programme results

The United Nations Office at Geneva played an important role in the successful deployment of Umoja, involving more than 5,000 staff, and in the adoption of IPSAS by updating key administrative processes, undertaking a major data clean-up and validation and facilitating the necessary training. The Office streamlined and enhanced the delivery of fully integrated administrative and support services by developing strategic partnership and outreach activities with client offices. This included, among others, update of its travel system, streamlining of inter-office processes in the areas of invoice payments, consolidation of help desk/mobile phone functions and fixed line phone support, automation of existing business processes and telecommunications policy changes. The Office thoroughly reviewed existing business processes in the area of central support services, namely, mail distribution, building and engineering management. All of these contributed to developing synergies and economies of scale resulting in significant efficiency gains and savings. The Office also realized a major investment in training to ensure staff members were ready to successfully transact in the new system. Face-to-face Umoja training sessions were attended by about 3,500 participants, and more than 21,000 Umoja online training courses were completed.

Challenges and lessons learned

The introduction of Umoja did not just constitute the implementation of a new software but rather a new tool that will foster a larger business transformation. While challenges always outweigh expected benefits at the start of a major transformation, some improvements brought on by Umoja can already be observed. Most notably, and of concern for all, the payroll in Umoja is running successfully and on time and with fewer exceptions than in the previous system. However, the required manpower is also noticeably higher compared with the previous system. The biggest challenge faced relates

> to the standardization of business processes, the implementation of successful reporting, management of the administrative support backlog and getting used to working in a global system as opposed to a local one.

857. The above-cited results are based on the implementation of 100 per cent of eight mandated, quantifiable outputs, compared to 100 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat decreased from 11 in 2012-2013 to 0 in 2014-2015.

858. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 29F)).

Executive direction and management

(a) The programme of work is effectively managed

859. The Division of Administration of the United Nations Office at Geneva implemented 100 per cent of its mandated quantifiable outputs in a timely manner (biennial target: 100 per cent). The Division's capacity to provide satisfactory services is contingent upon its clients' ability to clearly spell out and channel their requirements on a timely basis. The Division successfully coordinated administrative responses to external and internal oversight bodies.

(b) Improved resource planning management capability of the Organization, enabling an integrated and coordinated approach to financial controls, human resources systems, supply chain management, reporting and consolidated decision-making

860. The number of workflow applications that were integrated into the Integrated Management Information System reached 92 per cent (biennial target: 92 per cent). Results achieved reflect the continuing efforts of the Division to further improve its support to clients through a streamlined service structure and administrative processes and enhanced coordination among the parties involved.

(c) Enhanced cooperation with other organizations of the United Nations common system in Geneva

861. Joint efforts with other United Nations entities resulted in the implementation of 25 activities (biennial target: 24 activities), with three new projects developed during the biennium in the areas of car services with driver, field vehicles and Swiss and international mail services allowing participating entities to benefit from the same terms and conditions. Collaboration through the Common Procurement Activities Group allowed for sharing of contracts and pooling of experience and research.

Subprogramme 2
Programme planning, budget and accounts

(a) *Overall resources for the programme budget are better managed*

862. The rate of unliquidated obligations for the biennium was reduced to 4.3 per cent (biennial target: 5 per cent). This improvement showed the continuous follow-up actions taken by the Office as well as the positive impact of IPSAS in the area of unliquidated obligations management. The turnaround time for the issuance of extrabudgetary allotments after the receipt of complete information was 2.9 working days (biennial target: 3.8). In addition, there was a 1.8 per cent variance (biennial target: 2 per cent) between authorized allotments and expenditures during the biennium. The results reflect continuous efforts made by the Division in providing guidance and advice to clients and counterparts, as well the improved monitoring of extrabudgetary activities.

(b) *Improved integrity of financial data*

863. The Division received no qualified audit opinions (biennial target: 0) from the Board of Auditors on its 2014 IPSAS financial statements. The integrity of the financial data for 2015 can only be assessed after the interim audit by the Board of Auditors in 2016. No significant adverse findings related to other financial matters (biennial target: 2) were found.

(c) *Timely and accurate financial transactions*

864. Targets for timely and accurate financial transactions were fully met, with 98.1 per cent of payments processed and transactions recorded within 30 days (biennial target: 95.5 per cent), and 100 per cent of bank reconciliation (biennial target: 100 per cent) completed within 30 days of month's end. Automated disbursements made up 98.2 per cent of all disbursements (biennial target: 99.3 per cent). Owing to changed banking relationships in the course of Umoja implementation, payment interfaces needed to be adjusted, which impacted the indicator.

Subprogramme 3
Human resources management

(a) *Improved ability of current staff to implement mandates*

865. During the biennium, 10.9 training activities (biennial target: 2.5) were undertaken per staff member. The target was exceeded owing to an increased number of training courses taken by staff during the biennium in preparation for Umoja. Survey results showed 90.2 per cent (biennial target: 90 per cent) of staff members expressing satisfaction with the overall services provided by the Human Resources Management Service.

(b) *Improved recruitment, placement and promotion, as well as facilitation of greater geographical representation and gender balance of staff*

866. Fifty per cent of candidates (biennial target: 20 per cent) were selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges. The human resources management scorecard methodology used to measure the percentage of female staff in the Professional and

higher categories has changed and now measures representation of female staff in all categories. According to manual calculations, the percentage of women in the Professional and higher categories reached 48.1 per cent (biennial target: 48.6 per cent). According to the human resources management scorecard, the percentage of female staff on regular budget posts in all categories reached 47 per cent. The average number of days from the date of issuance of vacancy announcements to the date of selection for regular vacancies reached 121 (biennial target: 92). The target was not met owing in part to organizational priorities being given to Umoja implementation readiness activities and in part to delays in approval of the composition of central review bodies.

Subprogramme 4
Support services

(a) Enhanced quality and timeliness of facilities services

867. Ninety-nine per cent of services (biennial target: 98.5 per cent) were provided in accordance with established turnaround times. The Office handled more than 13,000 service requests during the biennium.

(b) Improved management of properties

868. Ninety-nine per cent of approved projects (biennial target: 100 per cent) were implemented on time. In addition to budgeted projects, important works funded by voluntary donations of Member States were executed, such as the full renovation of conference room I, support for the full renovation of conference room XVII and renovation of the Salon Russe. The target was not met because implementation of the voluntarily funded projects slightly delayed some regular projects.

(c) Savings achieved in travel costs

869. The travel savings realized during the biennium relative to the full cost of travel reached 14 per cent (biennial target: 18 per cent). The new travel policy outlined in ST/AI/2013/3 resulted in a reduction of the percentage of air tickets booked in business class (from 30 per cent in 2012-2013 to 21 per cent in 2015). The cost avoidance for public fares in economy class is much lower than in business class, therefore, the new class of accommodation systematically decreases the total percentage of savings achieved. In addition, the Office has been actively implementing the use of restrictive public fares in economy class, which can be highly competitive in the European market. As a result, the level of savings tends to decrease, as cost avoidance cannot be reported when a ticket is issued against a public fare.

(d) Procurement services that fully meet the requirements of acquisition plans

870. In the procurement area, the Office significantly increased the percentage of strategic long-term agreements to 85 per cent (biennial target: 46 per cent). Robust acquisition planning allowed a significant consolidation of clients' requirements, enabling the realization of economies of scale and the pursuit of bulk purchasing discounts, thereby increasing cost avoidance for the Organization. The new electronic tracking system, In-Tend, used by procurement staff enabled a close monitoring of the status of each requisition. The number of days between the final statement of work and a contract award was reduced to 21 (biennial target: 28).

(e) Enhanced level of international competition

871. In the area of vendor registration, 3,361 vendors (biennial target: 2,168) were registered in the legacy database. In the 18 months prior to Umoja implementation, all vendors that had had a commercial interaction with the Office in the previous two years were formally invited to register in the United Nations Global Marketplace. As a result of significant follow-up, of the 3,372 relevant vendors, 2,911, or 85 per cent, were successfully registered. The remaining vendors were not responsive. All vendors with ongoing commercial interactions with the Office were registered. With the implementation of Umoja, the Office will source its vendors from the United Nations Global Marketplace, as the legacy vendor database of the Office has been decommissioned.

(f) Improved access and participation of vendors from developing countries and countries with economies in transition

872. The Office registered 481 new vendors from developing countries and countries with economies in transition (biennial target: 150) in its legacy vendor registration database. According to the United Nations Global Marketplace database, 42 per cent of potential and current vendors registered by the Office under level 1 (estimated contract award of up to $500,000) and level 2 (estimated contract award of more than $500,000) are from developing countries.

Subprogramme 6
Information and communications technology operations

(a) Improved capability of the Organization in the management of its activities

873. The Information and Communications Technology Service enhanced or created 37 automated substantive services (biennial target: 36 services) at Geneva. The Service responded to all internal office automation client requests (biennial target: 100 per cent), meeting client needs. The Service also standardized development tools for in-house applications. Templates and business concepts were applied to new software development projects. The provision of services to clients was 100 per cent compliant with service-level agreements (biennial target: 100 per cent).

(b) Enhanced alignment of standardized service and project delivery processes with best practices

874. The following 10 ICT services (biennial target: 10) were provided with increased maturity levels as defined in best practice frameworks: messaging, Internet, storage, back-up/restore, Wi-Fi, hosting, desktop, service desk, remote access service and licence management. Implementation and enhancements to the current help desk and application software helped monitor performance and streamline activities.

Subprogramme 7
Library services

(a) More efficient and user-friendly access to a broader range of recorded knowledge of the United Nations and external library resources

875. The United Nations Library in Geneva provided access to 658,148 online and digitized information resources (biennial target: 360,000). This progress

demonstrates an increasing interest from a larger audience worldwide in the online resources offered by the Library. The Library Services Section curated content in 21 topical online research guides, which were accessed from more than 190 countries. Visits to the archives' online resources increased by more than 52 per cent in 2014-2015 compared to 2012-2013. Also, 33,853 new units of description were added to the archives catalogue and 609,698 pages of digitized official documents and historical archives made available online. On 1 January 2014, responsibility for the Office's website (http://www.unog.ch/) was transferred from the Library to the United Nations Information Service. Therefore, the Library is no longer reporting on the website indicators. This output is under the responsibility of the United Nations Information Service.

(b) Improved implementation of records management standards and best practices through the United Nations Office at Geneva, solidifying United Nations institutional memory

876. Ten file classification schemes and retention schedules (biennial target: 10) were developed. Unite Docs was deployed in Geneva during the biennium by the Library in order to strengthen centralized repository and web-based remote access for all United Nations document types. The process included establishment of file classification schemes and retention schedules, identification of record types and metadata requirements, development of a security model, migration of legacy documents and training exercises. Unite Docs is currently used by the strategic heritage plan team, the Umoja implementation team, the Library and the Information and Communications Technology Service. One hundred gigabytes of electronic records (biennial target: 1,000) were transferred to the Records Management System. The roll-out of the electronic records management system was put on hold at Geneva for the deployment of Umoja, and was further delayed by uncertainties about the financing and technical support from the Office of Information and Communications Technology.

(c) Improved knowledge-sharing for cultural exchange and education and dialogue on key United Nations issues

877. During the biennium, 67,322 persons from the general public and the diplomatic community (biennial target: 50,000) participated in activities organized by the Library. Among the activities were 250 cultural events attracting more than 63,350 participants and 49 panel discussions with 3,972 participants. This upward trend reflects the positive feedback received from co-organizers (missions, academic institutions, international organizations and non-governmental organizations) and participants in the audience, who recognized the value of these activities.

Section 29G
Administration, Vienna

Highlights of programme results

The United Nations Office at Vienna successfully implemented major reforms related to the introduction of IPSAS, Umoja deployment, the launch of the Framework on Engagement of External Parties and the introduction of full cost recovery. Cooperation with other organizations was further strengthened with the cost sharing of joint staff counselling services with the International Atomic Energy Agency (IAEA). The Office received its first IPSAS-compliant financial statements with an unqualified opinion. The introduction of IPSAS required important efforts in terms of manual adjustments and consolidation. Performance targets were exceeded by 200 per cent for selection of candidates from unrepresented and underrepresented Members States and by 13 per cent for gender balance in recruitment by the Office. In the area of procurement, the Office exceeded targets by 50 per cent in respect of the number of vendors eligible for tender invitations and by 41 per cent regarding the number of registered vendors from developing countries and countries with economies in transition. The Library outperformed the biennial target of increased usage of electronic resources by 46 per cent. ICT services showed better alignment to best practices, and the existing help desk and application software was enhanced to help monitor performance and feedback.

Challenges and lessons learned

The introduction of reforms including IPSAS, the 2015 Umoja roll-out, the Framework on Engagement of External Parties and full cost recovery posed major challenges for the executive direction and management in terms of change management. Efforts to communicate the benefits of these changes to clients will be maintained in 2016, and additional training will be provided. With the ramp-up and stabilization period estimated to last about a year and a half, it is still too early to assess the full extent of Umoja benefits.

878. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 29G)).

Executive direction and management

(a) Programme of work is effectively managed

879. The United Nations Office at Vienna implemented 100 per cent of its work programme (biennial target: 100 per cent) in a timely manner. This included delivery of administrative support services to the Office and the United Nations Secretariat clients based in Vienna. In addition to scheduled accomplishments, notably the on-time deployment of Umoja in November 2015, the Office delivered

the Framework on Engagement of External Parties and two related manuals and implemented full cost recovery for programmes supported by UNODC.

(b) *Enhanced cooperation with other organizations of the United Nations common system at Vienna*

880. The Office participated in 18 activities (biennial target: 17) in collaboration with other entities, resulting in efficiency and cost savings. During the biennium, the Office entered into a new cost-sharing agreement with IAEA regarding staff counselling services.

(c) *Improved resource planning management capability of the Organization, enabling an integrated and coordinated approach to financial controls, human resources systems, supply chain management, reporting and consolidated decision-making*

881. With the deployment of Umoja, the Office, together with the Umoja team in New York, determined that 14 applications currently in use will be decommissioned as of 31 March 2016 in order to ensure access to legacy data in case of need in the ramp-up period. Given the decommissioning time frame, the level of workflow applications was maintained at 90 per cent (biennial target: 90 per cent) in 2014-2015.

Subprogramme 2
Programme planning, budget and accounts

(a) *Overall resources for the programme budget are better managed*

882. The rate of unliquidated obligations for the biennium reached 5.6 per cent (biennial target: 3 per cent). To strengthen the review of unliquidated obligations, the Office provided additional guidance to all staff through special messages, training sessions and direct engagement with divisional focal points and staff. The turnaround time for the issuance of extrabudgetary allotments was maintained at three business days (biennial target: 3). In addition, the Office reduced the percentage of uncommitted extrabudgetary allotments against total extrabudgetary allotments to 15 per cent (biennial target: 15 per cent).

(b) *Improved integrity of financial data*

883. The Board of Auditors issued an unqualified audit opinion on the financial statements for 2014. The corresponding report did not include adverse findings (biennial target: 0). Audit reports of the Office of Internal Oversight Services on UNODC field offices did not present any critical recommendations on financial or other matters.

(c) *Timely and accurate financial transactions*

884. In 2014-2015 (up to the Umoja blackout period), 100 per cent of bank reconciliations (biennial target: 100 per cent) were completed within 30 days of month's end. The percentage of vendor and travel payments processed within 30 days was 93 per cent (biennial target: 98 per cent). The difficulty in reaching the biennial target is attributable to the additional volume of work related to IPSAS compliance, Umoja conversion, Umoja training and the number of obligations and accounts receivable that had to be migrated to Umoja.

Subprogramme 3
Human resources management

(a) Improved ability of current staff to implement mandates

885. Thirty-eight per cent of staff members (biennial target: 30 per cent) benefited from a minimum of five days' training per year. There was a high demand for career support workshops and a new workshop on the core values and competencies. Staff members also received more than 100 individual coaching sessions both in Vienna and in field offices. The 2014 client satisfaction survey showed 66 per cent of staff members (biennial target: 68 per cent) expressing satisfaction with the overall services provided by the Human Resources Management Service.

(b) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff

886. During the biennium, 60 per cent of candidates (biennial target: 20 per cent), or three out of five candidates recruited for geographical posts, were from unrepresented or underrepresented Member States. The percentage of female staff selected for the Professional and higher categories at UNODC reached 44.1 per cent (biennial target: 50 per cent), while at the United Nations Office at Vienna it reached 45.2 per cent (biennial target: 40 per cent). UNODC met the targets established in the Secretary-General's compact with the Executive Director of UNODC, which are 38 per cent for the representation of women in senior positions (P-5 to D-2) and 46 per cent for women in non-senior positions (P-1 to P-4). The average number of days from the date of issuance of vacancy announcement to the date of selection for all regular vacancies advertised reached 109.9 (biennial target: 120).

Subprogramme 4
Support services

(a) Enhanced quality and timeliness of facilities services

887. During the biennium, 99 per cent of services (biennial target: 92 per cent) were provided in accordance with the established standards and timelines. Such progress was made possible by the high-quality working relationship with the buildings management service of UNIDO, as well as the clear specifications provided for required services and the assignment of staff to tackle every request with due care.

(b) Savings achieved in travel costs for the Organization

888. Travel costs savings were achieved at a level of 0.5 per cent (biennial target: 2 per cent), which was lower than in the past. The reason for the deviation relates to the change in the type of rate considered, from "the most flexible" rates in previous bienniums to "restrictive rates" in 2014-2015, resulting in little or no difference compared to the actual purchase price.

(c) Procurement services that fully meet the requirements of acquisition plans

889. The client satisfaction survey conducted in 2015 showed that 99 per cent of clients (biennial target: 90 per cent) were satisfied with procurement services. The average time of eight weeks between statement of work and contract award (biennial target: 8 weeks) was maintained.

(d) Enhanced level of international competition

890. The total number of vendors eligible for tender invitations reached 1,648 (biennial target: 1,100). The Procurement Section continued to encourage vendors to register on the United Nations Global Marketplace (www.ungm.org).

(e) Improved access and participation of vendors from developing countries and countries with economies in transition

891. The number of vendors from developing countries and countries with economies in transition reached 248 (biennial target: 175).

(f) Enhanced awareness and usage of electronic research resources

892. The United Nations Library in Vienna registered 1,894 searches in electronic databases per month (biennial target: 1,300). The result can be attributed to the outreach work of the Library, training, the enhanced technical skill set of staff and closer collaboration between key staff members and the Library.

Subprogramme 6
Information and communications technology operations

(a) Improved capability of the Organization in the management of its activities

893. The Information Technology Service tracked, monitored and responded to 90 per cent of internal office automation client requests (biennial target: 90 per cent). The proportion of substantive services automated or enhanced reached 90 per cent (biennial target: 90 per cent). During the biennium, the Service addressed UNODC country office needs globally through a new drugs and crime-related software, and standardized development tools for in-house applications. Redundant applications were retired, and other applications enhanced or adapted for system-wide applicability. A shared management services team was created to oversee processes and ensure consistency in management and templates. Ninety-eight per cent of ICT services (biennial target: 98 per cent) met or exceeded service-level agreements.

(b) Enhanced alignment of standardized service and project delivery processes with best practices

894. The proportion of ICT services with increased maturity reached 90 per cent (biennial target: 90 per cent). Implemented solutions included software management systems, change management and backup management systems, which helped to monitor and streamline activities.

Section 29H
Administration, Nairobi

Highlights of programme results

The United Nations Office at Nairobi successfully adopted IPSAS on 1 January 2014 and prepared IPSAS-compliant opening balances by June 2014. As part of cluster 3, the Office went live with Umoja on 1 June 2015 and trained over 700 staff members of the Office, UNEP and UN-Habitat as system end users. The Office was engaged in reprioritizing, rationalizing and rescheduling activities and reviewing workplans and workloads with regards to the overall preparedness for IPSAS and Umoja. Service performance was monitored through client-selected key performance indicators, drawn from the list of service level benchmarks. The Inspira offer management tool was successfully implemented. A common procurement business seminar was held for Kenya and Somalia that involved 200 participants representing local and global vendors. A common services rate card was introduced as a key initiative towards simplifying the budgeting and billing process. The Office rolled out new applications and enhancements to existing systems for greater efficiency. Improvements were made to its facilities in Nairobi, including upgrades to the central catering facilities, refurbishment of the main cafeteria infrastructure, including replacement of electrical, mechanical, plumbing and gas systems where required, and installation of more efficient solar water heating systems.

Challenges and lessons learned

A major challenge during the biennium was the deployment of Umoja. Key staff members were involved with the system implementation, roll-out and ramp-up and with the reprioritization; therefore, some of the operational targets were not achieved and had to be rolled over into the next biennium. The outbreak of Ebola virus in West Africa meant that the Office spent considerable time preparing for the possible spread of the virus to Kenya, and briefing staff deployed to the area. One nurse was deployed to Sierra Leone to support the response, leaving the remaining staff overstretched. The insufficient quality of the underlying infrastructure affected the ability of the Office to provide reliable ICT services. Other challenges related to power outages and the instability of the aging electrical and mechanical infrastructure; timeliness of procurement planning by requisitioners; and delays in the review process of the Central Review Board.

895. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 29H)).

Executive direction and management

(a) Improved management performance through adoption of new/improved policies and procedures, methods, tools and techniques for the management and service functions of the Division of Administrative Services

896. The Division of Administrative Services of the United Nations Office at Nairobi effectively managed administrative and related support services for its offices and clients during the biennium. The Division improved 10 policies, procedures and tools (biennial target: 18). With the deployment of Umoja, the focus was on stabilizing delivery of existing processes, and therefore the target was not fully met. Some of the enhancements to the existing applications included pledge approval for buildings management, archives management, electronic billing, funding database, visitor booking system, electronic leave, host country reporting, IPSAS reporting and business intelligence reports. As part of cluster 3, the Office went live with Umoja on 1 June 2015 and trained over 700 staff members of the Office, UNEP and UN-Habitat as system end users. To prepare for Umoja, all services under the Division were engaged in reprioritizing activities and reassigning staff.

(b) Improved business processes in terms of efficiency and productivity

897. Service performance was monitored through client-selected key performance indicators, drawn from the list of service level benchmarks in the areas of finance, human resources, support services and information technology. The number of service-level agreements with client offices reached six (biennial target: 7). During the biennium, the focus shifted to the Umoja implementation and service delivery to existing clients, rather than new service-level agreements. The Office held discussions with clients on Umoja service delivery, ensuring clarity of roles and responsibilities. Some commendable initiatives involved conducting a common procurement business seminar for Kenya and Somalia for local and global vendors, minimizing complex Internet outages and simplifying the budgeting process with the introduction of the common services rate card.

(c) Programme of work is effectively managed

898. The Division implemented 60 per cent of its workplan in a timely manner (biennial target: 100 per cent), This indicator was affected by Umoja and redeployment of resources towards Umoja implementation. Communications with staff, including in town hall meetings, ensured that all staff were fully involved and aware of all the changes. The Division joined efforts with UN-Habitat and UNEP in formulating a joint mobile phone policy published in February 2015.

Subprogramme 2
Programme planning, budget and accounts

(a) Overall resources for the programme budget are better managed

899. The rate of reduced obligations and cancelled prior period obligations reached 4.4 per cent (biennial target: 4.5 per cent) owing to low activity during the Umoja ramp-down and ramp-up period. Extrabudgetary resources continued to be issued well within the standard turnaround time of two days (biennial target: 2). The variance between extrabudgetary allotments and expenditures reached 25 per cent

(biennial target: 15 per cent). The budget performance is regaining momentum as Umoja is stabilizing.

(b) Timely approval of extrabudgetary budgets and timely payments thereof by clients

900. Extrabudgetary resources were approved with minimal amendments within 30 days (biennial target: 30). The proportion of extrabudgetary receivables over 12 months reached 8 per cent (biennial target: 60 per cent). Efforts to clear outstanding balances were intensified before going live in Umoja.

(c) Improved integrity of financial data

901. Monthly financial statements were issued for UNEP, UN-Habitat and the United Nations Office at Nairobi according to schedule. The Budget and Financial Management Service successfully supported the audit of the Office's accounts and financial statements for UNEP and UN-Habitat in 2014. The Board of Auditors gave an unqualified report with no major audit observations and no adverse audit findings (biennial target: 0).

(d) Timely and accurate financial transactions

902. Percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents was 93 per cent (biennial target: 100 per cent). The deviation from the target can be attributed to teething issues with Umoja. Ninety-nine per cent of bank reconciliations (biennial target: 100 per cent) were completed within 30 days of month's end. In addition to its day-to-day work, the Office handled a significant workload related to IPSAS adoption, Umoja implementation and closing of accounts.

Subprogramme 3
Human resources management

(a) Improved ability of current staff to implement mandates

903. During the biennium, 77 per cent of staff members (biennial target: 75 per cent) benefited from the minimum target of five days training per year. The launch of Umoja on 1 June 2015 resulted in a strong focus of training activities for transactional and general users, while the number of regular training activities was reduced. As Umoja gathers momentum and the system stabilizes, surveys and focus groups will be conducted in the first quarter of 2016 to measure client satisfaction and training effectiveness.

(b) Improved occupational health services

904. The Office provided health-care services, including consultations, medical clearances for employment, travel clearances and case management for medical evacuations, sick leave and disability requests, attending to over 2,850 staff visits. The Office used the clinic waiting time as a method for measuring quality and client satisfaction with service. The average waiting time was 2.3 minutes, with 94.3 per cent of patients (biennial target: 95 per cent) being attended by a doctor within 15 minutes of signing in. Of the 4,500 medical clearances, 82 per cent (biennial target: 90 per cent) were completed within five working days.

(c) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff

905. As of 31 December 2015, 9 per cent of candidates (biennial target: 2 per cent) were selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges. Of the 23 staff members in senior positions (P-5 to D-2), 27 per cent were women, while 52 per cent of the 83 staff members in non-senior positions (P-1 to P-4) were women. The overall representation of female staff in the professional and higher categories was 39.5 per cent (biennial target: 38 per cent). The average number of days taken for recruitment of staff from the date of issuance of vacancy announcements to the date of selection reached 136 (biennial target: 100).

Subprogramme 4
Support services

(a) Enhanced quality and timeliness of facilities services

906. The number of infrastructure system malfunctions across all services, including electrical, mechanical, plumbing, cleaning, gardening and landscaping services, reached 6,600 during the biennium (biennial target: 8,500). Improvements were made to the facilities services, including upgrades to the central catering facilities and joint medical services facilities, refurbishment of the main cafeteria infrastructure, and repair or replacement of electrical, plumbing, solar water heating and piped oxygen systems, reducing the number of estimated malfunctions.

(b) Improved management of facilities

907. All facilities maintenance requests were responded to within the standard, average turnaround time of three hours. One hundred per cent of capital maintenance programmes in the areas of electrical and civil infrastructure (biennial target: 95 per cent) were standardized and updated during the biennium.

(c) Savings achieved relative to the full cost of travel

908. The Office achieved savings of 70 per cent relative to the full cost of travel (biennial target: 85 per cent). In response to the change of travel policy over the past year, airlines holding preferred discount agreements with the Office adjusted their discount structures in order to be more competitive in economy class fares. Some airlines increased the amount of flexibility in previously restricted fares.

(d) Procurement services that fully meet the requirements of acquisition plans

909. The Procurement Section maintained 16 per cent of strategic long-term agreements (biennial target: 16 per cent) such as blanket purchase orders and systems contracts. The Office streamlined the procurement process for hotel/ conference services by utilizing the long-term agreement established by UNICEF and collaborated with the UNSOA procurement section to gain hands-on training of staff for support to requisitioners during Umoja implementation. The average number of weeks between the final statement of work and a contract award on major acquisitions remained at 16 (biennial target: 14). The difference is attributed to contract negotiations with vendors taking longer than anticipated.

(e) *Enhanced level of international competition*

910. By the end of the biennium, 547 vendors (biennial target: 120) had been registered in the vendor registration database and eligible for tender invitations. The procedures for registration in the United Nations Global Marketplace were simplified, and an increased number of vendors showed interest in doing business with the Office. Vendor registration is now only done in the Global Marketplace and centralized at Headquarters; therefore it is not possible to identify vendors that have particular interest in doing business with the Office. The Office, in conjunction with other United Nations entities in Nairobi, conducted two business seminars on doing business with the United Nations for 20 local and global vendors.

(f) *Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement*

911. The Office recorded a marked increase in the number of registered vendors from developing countries and economies in transition, from 70 in 2012-2013 to 127 in 2014-2015 (biennial target: 80). There was improved understanding of and compliance with registration requirements, which may have contributed to the increase.

Subprogramme 6
Information and communications technology operations

(a) *Improved capability of the Organization in the management of its activities*

912. The Information and Communications Technology Service automated or enhanced 70 substantive services (biennial target: 70) in Nairobi. Five manual services were automated in 2014, relating to pledge approval applications, archives management, records management, voluntary funding and visitor booking. Seventy-five per cent of ICT services (biennial target: 80 per cent) were automated and enhanced. The Office deployed an intrusion detection system for network infrastructure; established secure connection to other offices away from Headquarters; deployed cost-effective and environmental friendly systems and technology; integrated and managed fragmented ICT systems through standardization and common platforms and infrastructure; and supported Umoja through stable and reliable infrastructure and systems. The percentage of ICT services that met agreed-upon service levels stood at 85 per cent (biennial target: 90 per cent). The deviation from the target can be attributed to reprioritization of activities during Umoja implementation, delayed recruitment of a vacant position in client services and delays by clients in joining the managed services networks.

(b) *Enhanced alignment of standardized service and project delivery processes with best practices*

913. Eighty applications and workflows (biennial target: 80) were maintained and implemented during the biennium. The Office enhanced operational knowledge of staff through briefings on the different aspects of technology and minimized operational service outage. In addition, it developed and implemented a step-by-step problem-solving methodology and knowledge base depository, together with strict standard operating procedures to achieve agreed-upon service level benchmarks.

Section 30
Internal oversight

Highlights of programme results

The Office of Internal Oversight Services continued to enhance oversight in the Organization in respect of its resources and staff through investigations, internal audit, inspection and evaluation activities. In accordance with General Assembly resolution 69/253, internal audit and evaluation reports are now published on the website of the Office. The Internal Audit Division issued 1,801 recommendations in 369 assignments, of which 164 (9 per cent) were critical and 1,637 (91 per cent) were important. Approximately 74 per cent of audit recommendations that were due for implementation in 2014-2015 were implemented, of which 128 were critical recommendations. The Inspection and Evaluation Division issued a total of 17 reports (10 programme evaluations, five peacekeeping evaluations, a thematic evaluation of the Secretariat's monitoring and evaluation system for the Millennium Development Goals, and the biennial report on strengthening the role of evaluation in the Secretariat), as well as the Secretariat evaluation scorecards. Sixty-four per cent of evaluation recommendations due for implementation were fully implemented during the biennium. The Investigations Division issued 273 reports which included 221 recommendations. The Division identified a number of high-risk projects and commenced a series of investigations into the activities of implementing partners. Additionally, the Investigations Division provided training to over 100 staff members responsible for investigations.

Challenges and lessons learned

Building on lessons learned during the previous biennium, the Office continued to refine its risk-based planning methodology and improve the timeliness and quality of reports. As a result, the Investigations Division focused more attention on the formulation of its recommendations, while the Inspection and Evaluation Division revised its evaluation manual and added new guidelines and templates. The Internal Audit Division refined its key performance indicators and associated reporting tools and continued to communicate with clients in order to improve the timeliness and follow-up monitoring of implementation of audit recommendations. Additionally, the Investigations Division decided that future training sessions would be centralized in a single regional location to reduce costs.

914. The above-cited results are based on the implementation of 94 per cent of 73 mandated, quantifiable outputs, compared to 99 per cent in the previous biennium. The number of additional outputs implemented at the initiative of the Secretariat increased from none in 2012-2013 to four in 2014-2015.

915. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 30)).

Executive direction and management

(a) Increased timeliness of submission of documentation

916. The Office of Internal Oversight submitted 100 per of pre-session documents in accordance with the required deadlines. Recognizing that advance planning and monitoring are critical to ensuring compliance with slot dates, the Office put in place a tracking mechanism to ensure that reports are prepared according to schedule.

(b) Continued cooperation with other oversight bodies in the United Nations

917. The Office continued to coordinate regularly with other United Nations oversight entities, including the Board of Auditors and the Joint Inspection Unit, to avoid duplication or overlap in the conduct of oversight work and to minimize any gaps in coverage. Aside from sharing workplans, the Office held 11 meetings (biennial target: 11 meetings) with the Board of Auditors and the Joint Inspection Unit to discuss issues of mutual interest.

(c) Timely recruitment and placement of staff

918. During the biennium, the Office reduced the average number of days a professional post remained vacant to 111 (biennial target: 150 days).

Subprogramme 1
Internal audit

(a) Increased contribution to the decision-making process of Member States, and increased ability of the Secretariat to take appropriate actions based on internal audits, which strengthen internal control and governance processes and improve risk management

919. During the biennium, 21 General Assembly resolutions and reports of the various United Nations intergovernmental bodies (biennial target: 18) acknowledged the role of audit reports of the Internal Audit Division in their decision making aimed at improving the management of the human, financial, programmatic and material resources of the United Nations. The Division administered its annual client satisfaction survey to heads of offices, departments and missions. The response rates were registered at 64 per cent in 2014 and 89.1 per cent in 2015. Overall, 92 per cent of the respondents (biennial target: 95 per cent) expressed satisfaction with internal audit reports, agreeing that the reports contributed to the identification and management of key risks, cost-effectiveness of internal controls, effective governance process and appropriateness of follow-up on recommendations for corrective actions.

(b) Improved levels of efficiency and effectiveness in the implementation of mandates and enhanced accountability by programme managers

920. The Internal Audit Division issued 1,801 recommendations across 369 assignments during the biennium, of which 164 (9 per cent) were critical and 1,637

(91 per cent) were important. These recommendations were aimed at improving the efficiency and effectiveness of operations and enhancing accountability of programme managers. All but two important recommendations were accepted by programme managers, who also accepted the associated risk. The Division monitors the implementation of its recommendations annually for important recommendations and quarterly for critical recommendations. Approximately 74 per cent of audit recommendations (biennial target: 70 per cent) were implemented by programme managers. All 73, or 100 per cent, of critical recommendations related to accountability, efficiency and effectiveness issued (biennial target: 95 per cent) were accepted by programme managers.

Subprogramme 2
Inspection and evaluation

(a) Increased contribution to the decision-making process of Member States, and increased ability of the Secretariat to take appropriate actions based on Office of Internal Oversight Services inspections and evaluations, including self-evaluations, that assess the relevance, efficiency and effectiveness of programmes and thematic issues

921. The Inspection and Evaluation Division completed 10 programme evaluations (biennial target: 7) planned for the biennium for the Department of Peacekeeping Operations and the Department of Field Support, the Department of Safety and Security, ESCAP, ECA, UN-Habitat, UNHCR, ECLAC, UN-Women, UNCTAD and ITC, as well as the thematic evaluation of the Secretariat's monitoring and evaluation system for the Millennium Development Goals. In peacekeeping, the Division completed evaluations of the protection of civilians, protection from sexual exploitation and abuse, the Standing Police Capacity and senior leadership training, as well as the review of logical frameworks for selected peacekeeping activities. The Division registered a 64 per cent implementation rate (biennial target: 60 per cent) of its evaluation recommendations.

Subprogramme 3
Investigations

(a) Improved quality and timeliness of investigations to enable effective action to be taken in relation to misconduct

922. During the biennium, the Investigations Division cleared a good proportion of the backlog of investigation cases and conducted a systematic quality control of investigation reports and recommendations issued. The resulting investigation reports and findings provided a stronger basis on which to take recommended action, including imposing disciplinary sanctions and/or financial recovery. The Division identified a number of high-risk projects and commenced a series of investigations into the activities of implementing partners. The Division's reports met timeline targets in 75 per cent of the cases (biennial target: 100 per cent). The reduction in staff resources resulting from deployments to MINUSCA to deal with a sudden increase in sexual exploitation and abuse cases affected the completion of investigations elsewhere. Fiscal constraints limiting travel for investigations also adversely affected the ability of the Office to meet timeline targets for closing investigations. Similarly, for 75 per cent of investigation reports (biennial target: 100 per cent), processes for applying corrective measures commenced within

12 months. The responsibility for corrective measures falls with other offices and departments; thus, the timeliness with which these measures are applied is outside the control of the Office.

(b) Increased awareness of United Nations personnel, including programme managers and others, to prevent or respond appropriately to misconduct

923. There was increased awareness among United Nations personnel to prevent or respond appropriately to misconduct. Newly developed investigation training programmes resulted in an enhanced investigation capacity and the professionalization of the investigation function across the Organization. The Division trained 100 per cent of its personnel responsible for investigations during the biennium (biennial target: 100 per cent). The Division also engaged in six awareness-raising activities (biennial target: 4), which were attended by more than 100 field staff. The Division continued to monitor the percentage of cases reported to the Office by United Nations personnel, which reached 87 per cent (biennial target: 80 per cent), as a proxy for measuring increased awareness.

Section 34
Safety and security

Highlights of programme results

The Department of Safety and Security continued to safeguard delivery of United Nations operations in increasingly high-risk areas. The emergence of new security threats and the changing security environment entailed new operational priorities, geographical reconsideration, reinforcement of the field security assets, substantial increase of emergency deployments and reinforcement of the analytical capacity. Partnerships continued to be strengthened within the United Nations security management system on and inter-agency basis and through bilateral contacts. Collaboration with humanitarian partners continued, resulting in a higher level of awareness of security issues at all levels. A security risk management e-learning course was developed, and a train-the-trainer project for the women's security awareness course was initiated. The first air travel policy was promulgated to provide coordinated guidance system-wide. All duty stations managed to maintain optimum levels of security regardless of the increasing threat levels faced. The Department issued revised Headquarters minimum operating security standards, which represented a significant step forward in the standardization of procedures and modernization of the security systems in all duty stations.

Challenges and lessons learned

Physical security of United Nations premises and offices was a critical gap in the security management system. The Department launched an expanded database of more than 6,800 United Nations premises and offices worldwide. The vast majority of these premises and structures, however, were occupied by the United Nations without due consideration of security. There is limited professional capacity in the

United Nations system to assess buildings and provide recommendations for security improvements. The security landscape is constantly changing, and meeting this reality in a largely cost-shared system presents challenges. To assess those challenges and ensure clarity in security functions throughout the security management system, continuous strategic reviews of security deployments are undertaken.

924. The above-cited results are based on the implementation of 68 per cent of 131 mandated, quantifiable outputs, compared to 70 per cent in the previous biennium. The main factors affecting the implementation rate of mandated, quantifiable outputs are explained in paragraph 71 above. The number of additional outputs implemented at the initiative of the Secretariat increased from zero in 2012-2013 to two in 2014-2015.

925. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2014-2015 (A/68/6 (Sect. 34)).

Executive direction and management

(a) Programme of work is effectively supported by staff and financial resources

926. The Department utilized 99.5 per cent of its authorized resources (biennial target: 100 per cent) to fulfil its mandate in accordance with the purpose for which the appropriation was approved, with reprioritizations as necessary in order to meet emerging and pressing operational requirements. The Department's human resources during this period were the subject of a fit-for-purpose review, followed by some internal adjustments intended to strengthen key strategic areas such as policy formulation, threat and risk assessment and physical security. The Under-Secretary-General also enforced strict controls for monitoring vacancies and ensuring that positions were filled without delay, both at Headquarters and in the field. The Executive Office staff invested tremendous time and effort in the ramp-down activities prior to Umoja going live on 9 November 2015, and similar efforts are expected to continue into early 2016.

(b) Enhanced coordination, integration and compliance of policies and procedures within the United Nations security management system

927. The Department worked closely with the United Nations entities and offices in developing policies and guidelines for the United Nations system that resulted in the promulgation of five new policies during the biennium, relating to residential security measures, saving lives together, the safety and security incident recording system, the air travel system and management of stress and critical incident stress. The percentage of developed and revised common policies increased to 100 per cent (biennial target: 100 per cent) during the biennium, while 100 per cent of duty stations evaluated during the period (biennial target: 75 per cent) operated in compliance with the minimum operating security standards. Furthermore, 70 per cent of compliance recommendations (biennial target: 70 per cent) were implemented during the biennium.

Subprogramme 1
Security and safety coordination

(a) A safe and secure environment for staff, delegates and visitors at United Nations headquarters locations and regional commissions

928. By the end of the biennium, 97 per cent of elements of minimum operating security standards (biennial target: 97 per cent) had been achieved at the United Nations headquarters locations and regional commissions. The Physical Security Unit conducted a number of security assistance visits to help duty stations with the implementation of minimum operating security standard requirements in a more organized, coherent and prompt manner. During the biennium, there were a total of 10 unauthorized entries (biennial target: 0), which occurred at the following premises and were all related to public demonstrations: United Nations Office at Geneva (5); United Nations Office at Vienna (3); ESCAP (1); and ECLAC (1). There were 55 safety-related claims (biennial target: 60), received at the following duty stations: United Nations Headquarters (8), United Nations Office at Geneva (40); ESCAP (5); and United Nations Office at Nairobi (1). The number of claims is related to the ongoing construction and renovation projects in several duty stations.

(b) Systematic and coordinated United Nations close protection operations

929. During the biennium, the Unit coordinated the assessment, and when required, the delivery of close protection for 2,862 operations (biennial target: 950). Each operation may have included travel to multiple locations; thus, the operations included assessing the security arrangements for 5,842 instances of travel for 168 senior United Nations officials into 179 different countries and territories. These operations included travel of the Security Council to Europe and to Burundi, the Central African Republic, Ethiopia, Haiti, Mali, Somalia and South Sudan. In addition, the Unit arranged the rapid deployment of 125 officers into high-risk locations for 19 operations in relation to the travel of senior United Nations officials.

(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions

930. By the end of the biennium, 99 per cent of all duty stations (biennial target: 100 per cent) had their evacuation plans in place, updated and tested. In New York, the Department established an emergency operations centre and conducted an emergency management exercise in collaboration with host country agencies. Similarly, the emergency notification systems at both Vienna and Santiago were tested following the completion of enhancements to the notification technologies, which led to enhanced response times. The programmes at Nairobi and Addis Ababa have developed upgraded emergency response contingency plans. The crisis management team in Geneva has met regularly to update its crisis management plan. In Bangkok, the programme updated its security risk assessment, contingency plans for active shooter, fire safety, evacuation, business continuity, mass casualty and crisis management.

Subprogramme 2
Regional field coordination and support

Component 1
Regional field operation coordination

(a) Improved safety and security arrangements for the United Nations

931. The Department made efforts to significantly improve staff safety and security globally. A focused effort to maintain the high percentages of up-to-date security threat and risk assessments and increased compliance with minimum operating security standards were instrumental in this endeavour. By the end of the biennium, 91 per cent of country security risk assessments (biennial target: 100 per cent), or 159 out of 174 assessments, had been endorsed. In the course of the biennium and in 2015 particularly, the Department faced unprecedented security challenges with the development of armed conflict or spillover of terrorist groups' activities in new areas of influence. This dynamic entailed constant review of security documents and new updates to prevent their becoming obsolete. As of end 2015, minimum standard operating standards were endorsed for 171 out of 174 countries, or in 98.2 per cent of the countries (biennial target: 95 per cent).

(b) Enhanced preparedness for contingencies and crisis situations along with timely response to security incidents

932. The Crisis Coordination Centre complied with the two-hour activation timeframe (biennial target: 2 hours) in responding to a significant security incident. Through the completion and exercise of country-level security contingency plans and an increased capability to deploy or redeploy field security officers at 24-hour notice, the Division of Regional Operations ensured a rapid and effective response to security incidents. The Department undertook 184 emergency deployments in response to emergencies or to requests from designated officials for assistance or security support in 22 different countries. Of all the surge deployments in 2015, 60 per cent (70 deployments) were for humanitarian security support in conflict areas, such as Burundi, Cameroon, Chad, Mali, Nigeria, Somalia, South Sudan, Turkey, Ukraine and Yemen. Seventy-one per cent of countries (biennial target: 95 per cent), or 123 of 174 countries, had their security plans endorsed on time.

(c) Enhanced security management system

933. To facilitate the effective and efficient conduct of United Nations operations, the Department strengthened partnerships with host countries regarding the safety and security of United Nations personnel, facilities and equipment through an increased use of host countries focal points. One hundred per cent of host countries (biennial target: 95 per cent), or 174 countries, were reported to have one or more dedicated governmental security focal points. The Department conducted 1,942 security assistance visits to 163 duty stations where there were no security professionals present, or 12 security assistance visits per premises per year (biennial target: 2). In response to the upsurge of security support requests, the Department's field operations conducted up to 20 security assistance visits or assessments for one duty station/premise/area of United Nations operations where there were no security professionals present.

Component 2
Field support

(a) Strengthened capacity of staff of the United Nations system to manage critical-incident stress

934. The Critical Incident Stress Management Unit continued to respond to psychosocial needs of staff during emergencies and to build the capacities and preparedness of United Nations country offices for the management of stress and critical incidents. The Unit provided stress management training to 96 per cent of staff members and dependants (biennial target: 96 per cent) in the field, and certification training on crisis and critical incident stress management to 188 counsellors (biennial target: 120). Ninety-seven per cent of affected United Nations staff (biennial target: 97 per cent) received emotional first aid and psychological damage control following reported critical incidents. The Unit conducted 14,450 counselling sessions; provided technical advice to 922 managers system-wide; trained 4,423 staff on stress and resilience management; and trained 246 peer helpers. The Unit conducted surge deployments of 22 counsellors to countries during emergencies (Ebola, natural disasters, hostage incidents and civil unrest).

(b) Strengthened capacity among the United Nations security management system, managers (designated officials, security management team members) and United Nations personnel

935. The programme continued to deliver safety and security training to three target groups: managers with security responsibilities, security personnel and staff at large. Delivery of a large variety of learning programmes included traditional instructor-led courses, online course and, increasingly, blended courses. Training participation included 85 per cent of chief security advisers (biennial target: 100 per cent), 90 per cent of targeted security professionals in the Intermediate Training Programme (biennial target: 100 per cent), 100 per cent of targeted security professionals in the Security Certification Programme (biennial target: 100 per cent), 75 per cent of designated officials (biennial target: 100 per cent), 80 per cent of security management team designated officials ad interim (biennial target: 95 per cent) and 85 per cent of local security assistants (biennial target: 95 per cent). Lower indicators for some targets resulted from the impact of change in the global security context and staff movements during the biennium. New programmes were developed, including a new online course for security risk management and an integrated course for designated officials.

(c) Capacity to locate staff and to provide members of the security management system with relevant security information

936. The agencies, funds, programmes and organizations of the United Nations security management system have increased compliance with respect to the requirements of staff tracking. This has resulted in an increased use of the security clearance system which has, in turn, improved the data on personnel available to the departments in case of emergencies. Ninety-six per cent of staff and eligible dependants (biennial target: 96 per cent) can be located in the travel request information process (TRIP) system at any given moment in all United Nations locations worldwide. Approximately 96 per cent of staff with responsibilities in the

security management system (biennial target: 96 per cent) have access to the information management tools provided by the Department.

(d) Capacity to provide advice and guidance to the United Nations security management system to make well-informed decisions regarding aviation safety, risk mitigation and operational planning for United Nations staff travel, worldwide, via commercial airlines/air carrier (international and domestic) and other aviation operations

937. To support the requirement to provide uniform guidance on the use of global air operators to the United Nations security management system, chapter 7, Air travel policy, of the Security Policy Manual was promulgated on 30 September 2015. The Department's Aviation Risk Management Office continued to employ a common, holistic and integrated approach in assessing risk and providing advice relating to the suitability of global air operators for use by United Nations personnel on official travel. In support of this work, the Department developed and customized a comprehensive database system. The number of visits to the Department's aviation risk management website reached 22,000 (biennial target: 20,000).